

10 JULY 1996

Manpower and Organization

**AFFTC CORPORATE MANAGEMENT
PROCESS OF AIR FORCE PERSONNEL**



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(Lt Col Bart Henwood, DSN 527-4268)

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This instruction describes and implements the Air Force Flight Test Center (AFFTC) corporate process for the management of the Center's key business processes as a Major Range and Test Facility Base (MRTFB) within the DoD. This instruction applies to all personnel, but specifically establishes the direction and corporate organization for senior executive personnel. The approach implements the requirements of AFPD 90-5, *Quality Air Force*. The format is structured along the AF Assessment criteria (Chapter 4, AFI 90-501, *Criteria for AF Assessments*) to facilitate alignment with quality AF principles and unit assessments. Accordingly, the "Overview" provides a broad outline of the AFFTC's corporate structure and process, while subsequent chapters are aligned with the assessment criteria as numbered and described in the AFI. AFFTC units may supplement this instruction to provide needed clarification relative to their specific mission and to implement specific requirements. Acronyms are re-introduced in each chapter to promote ease of understanding.

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Chapter 1

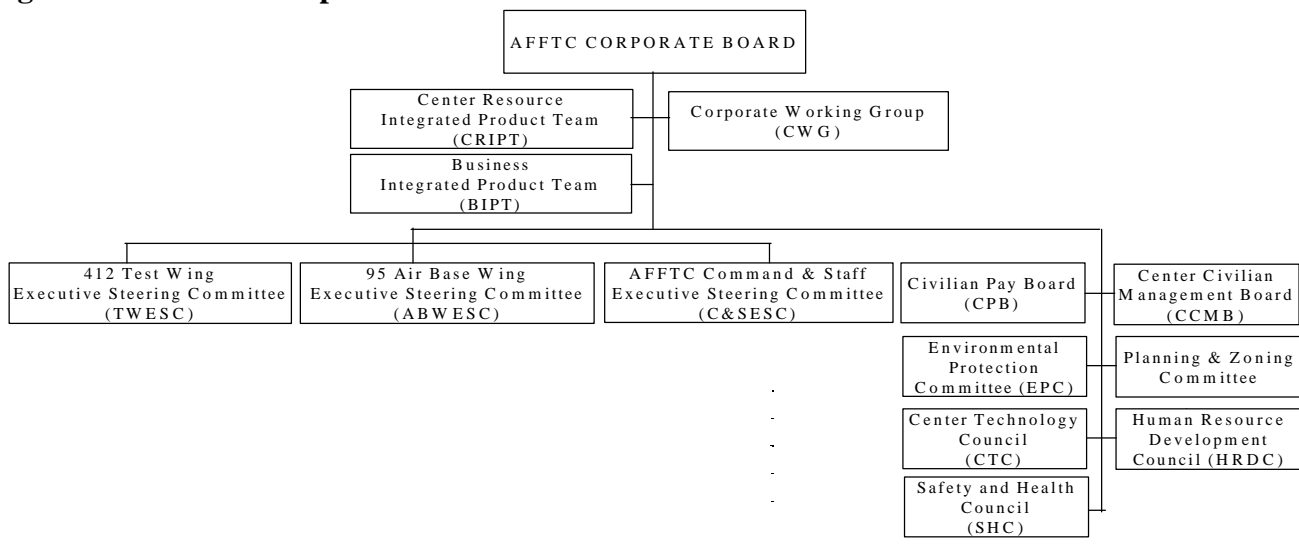
THE AFFTC CORPORATE PROCESS

1.1. Introduction. This overview addresses the AFFTC corporate structure and the broad planning process as it applies to the Center's dual, customer-focused missions of providing premier aerospace research, development, test and evaluation, and support for the United States, as well as managing and supporting the Edwards AFB community. The base community support mission includes associate organizations located on Edwards AFB.

Section 1A— Corporate Management Organization

1.2. Corporate Structure. The AFFTC is aligned organizationally along the AF Objective Center/Wing structure which segregates management control of assigned responsibilities first along AF-designated missions (T&E (TW) and support function (ABW)), and secondly, along functional lines (operations, technical services, transportation, communications, etc.). To best manage corporate responsibilities associated with these interdependent missions and their required support services, a corporate board structure with supporting subelements has been created. This structure, depicted in Figure 1.1. capitalizes on the advantages of an Integrated Product Development concept and the deployment of decision-making authority, while recognizing key support processes and existing higher authority process management structures.

Figure 1.1. AFFTC Corporate Structure.



1.3. Corporate Board (CB). The CB, as the primary decision authority, manages the development and deployment of strategic processes and provides central oversight for tactical processes. This group of senior executives maintains the forward direction of the Center through the development of a strategic plan, management of resource acquisition and allocation, and the identification and/or resolution of

issues pivotal to AFFTC missions. They also implement and monitor other key quality initiatives mandated by higher authorities. The CB has retained specific authority for three key support processes; manpower and financial management, facilities utilization and strategic planning. The CB is comprised of the following executive managers:

- AFFTC/CC (Chairperson)
- AFFTC/CD (Vice Chairperson)
- AFFTC/CV (Alt Chairperson)
- AFFTC/PK
- AFFTC/XP
- AFFTC/FM
- 412 TW/CC
- 95 ABW/CC
- AFFTC/CCC

1.4. Working Groups. Three working groups act as principal advisors to the CB functioning as its research and administrative arm to analyze and formulate recommendations to assigned issues and responsibilities.

1.5. Corporate Working Group (CWG). The CWG convenes on a regular basis and consists of members representing both the strategic and tactical processes. Its standing responsibilities include preparation of CB weekly and offsite agendas, development of annual business goals/objectives, and tracking of CB action items. Convening schedule is at the discretion of the chairperson. Permanent membership includes:

- AFFTC/CV (Chairperson)
- 412 TW/CV (Alt Chairperson)
- 95 ABW/CV (Alt Chairperson)
- AFFTC/QI
- AFFTC/FM
- AFFTC/XP
- AFFTC/PK
- 95 ABW/XP
- 412 TW/CA
- 412 OG
- 412 TW/RM
- 412 LG
- 412 TW/TS

1.6. Center Resources IPT (CRIPT). The CRIPT prepares and manages annual AFFTC Planning Guidance, and responds to PPBS exercises and other studies concerning AFFTC resources. The CRIPT

convenes on a regular and ad hoc basis as set by the chairperson, AFFTC/FM. Permanent membership includes:

- AFFTC/FM (Chairperson)
- 412 TW/CA (Alt Chairperson)
- 412 TW/CV
- 412 TW/RM
- AFFTC/XP
- AFFTC/CCX
- AFFTC/MO
- AFFTC/FMB
- AFFTC/FMC
- 95 ABW/XP
- 95 ABW/CV
- 95 MSS/CC
- 95 MSS/DPC
- 95 MSS/DPM

1.7. Business IPT (BIPT). The BIPT oversees the development, implementation, and management of the corporate business processes of sales, marketing, and workload/capacity assessment associated with TW, ABW, and C&S products and services. The BIPT oversees and directs the activities of three supporting IPTs: Marketing, Sales, and Workload, who address the business aspects represented by their name. The BIPT Executive Committee consists of the following members and makes short-suspended decisions that fall outside the nominal schedule of BIPT.

- 412 TW/RM
- AFFTC/FMB
- AFFTC/FMC
- 95 ABW/XP
- AFFTC/XPX

The formal charter of the BIPT is contained in Attachment 1.

1.8. Standing Committees. The CB has chartered ten supporting committees to manage and administer corporate aspects of key support services and the primary strategic and tactical processes. Each standing committee is chaired by a member of the CB and is delegated the authority to manage their respective concerns and processes. Each committee report decisions and elevates matters that require prioritization of competing resources or higher management approval to the CB. Formal charters for these committees, except the Safety and Health Council and Planning and Zoning Committee, are contained in Attachment 1; these charters are outlined in AFR 127-2, AFFTC Supplement 1, *AF Mishap Prevention Program*, and AFFTCR 88-1, *The Planning and Zoning Committee*, respectively. Eight of these committees, depicted in Figure 1.1, address aspects of key support services or functions which have application across the Center.

1.9. Executive Steering Committees (ESC). The three remaining committees are chartered to represent key processes within the Center Command and Staff, TW and ABW. These Executive Steering Committees (ESC) not only manage and coordinate strategic planning processes across their organizations and elements, but provide oversight for process improvement/ development within their related mission area or support services. The core functions of these groups are:

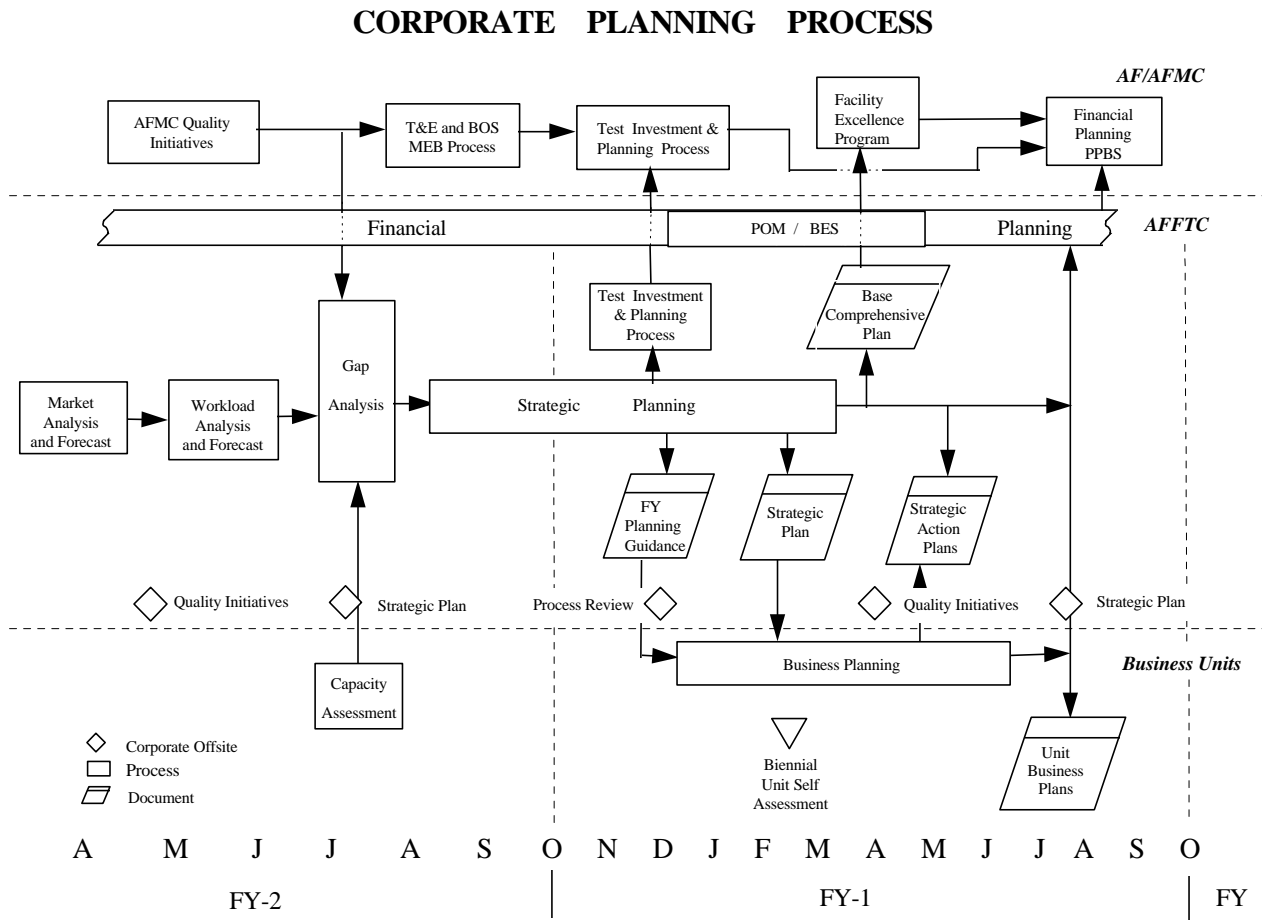
- Coordinate strategic planning across the Center.
- Review and approve their respective annual financial plans.
- Review and approve plans for resource reallocation.
- Review and approve respective portions of the Military Construction Plan.
- Oversee development and execution of annual UBPs for assigned business units.
- Charter and manage ad hoc Quality Management Boards (QMB), Process Action Teams (PAT) and Integrated Product Teams (IPT).

Formal Charters for these ESCs are contained in Attachment 2.

Section 1B— Corporate Processes

1.10. Corporate Planning Process. AFFTC's corporate planning process is viewed through two time scales; a tactical window and a strategic horizon. The tactical window is addressed by mission-oriented processes that interface directly with or are only one step away from the customer to satisfy their needs. These processes are intended to yield tangible relevance in the present and immediate future and contain production and service delivery processes associated with support services, suppliers and the customer, reference Figure 1.2. The strategic horizon is addressed by long range planning processes that anticipate the changes in the T&E and BOS environment (customer demographics, MRTFB policy, DoD acquisition initiatives, market realities, etc.). The associated strategic planning process identifies the acquisition or adjustment of resources, capabilities, infrastructure or processes necessary for the mission processes to remain viable and responsive to future customer needs. Though corporate responsibility is inherent in both the tactical and strategic processes, senior executive attention is directed toward the strategic horizon and those aspects of the tactical window which have profound impact on meeting the needs of all current and future customers. Reflected in Figures 3 and 4, the Test Wing (TW), 95th Air Base Wing (ABW), and the Center C&S provide integrated business services to effectively execute the strategic and tactical processes.

Figure 1.2. Corporate Planning Process.



1.11. T&E Mission Processes. As depicted in Figure 1.3., AFFTC's key products and services for external T&E customers are produced by five essential processes supported by key external suppliers and support services. These processes are used to execute two AF-assigned T&E mission areas of Airframe/Propulsion/Avionics (APA) and Electronic Warfare (EW), as well as an inherent mission of Logistics Test (LT).

1.12. Base Support Mission Processes. The AFFTC conducts essential processes that serve their base community customers. Figure 4 depicts a tactical process model for this mission, highlighting its essential processes, key support services and suppliers, as well as, its customers.

1.13. Strategic Planning Process. This process has several related subprocesses to address long range AFFTC needs. These are marketing (customer requirements forecast), workload forecast (resource requirements forecast), capacity assessment (resource availability), business planning (resource analysis and development of business objectives to meet future customer needs), Test Investment and Planning Process (test resource infrastructure), and Base Comprehensive Planning (base infrastructure). As reflected in the corporate planning process flowchart, Figure 1.2., four important interfaces exist between the Center and higher headquarters' processes. These external processes are the PPBS, the Test Investment Planning Process, Facility Excellence Program, and the Mission Element Board (MEB) processes.

1.14. Corporate Reviews: Regular review of corporate issues and concerns occurs during CB meetings the second and fourth Thursdays of each month. Agendas are worked by the CWG. Subcommittees meet at the direction of the chairperson.

Figure 1.3. T&E Tactical Process Model.

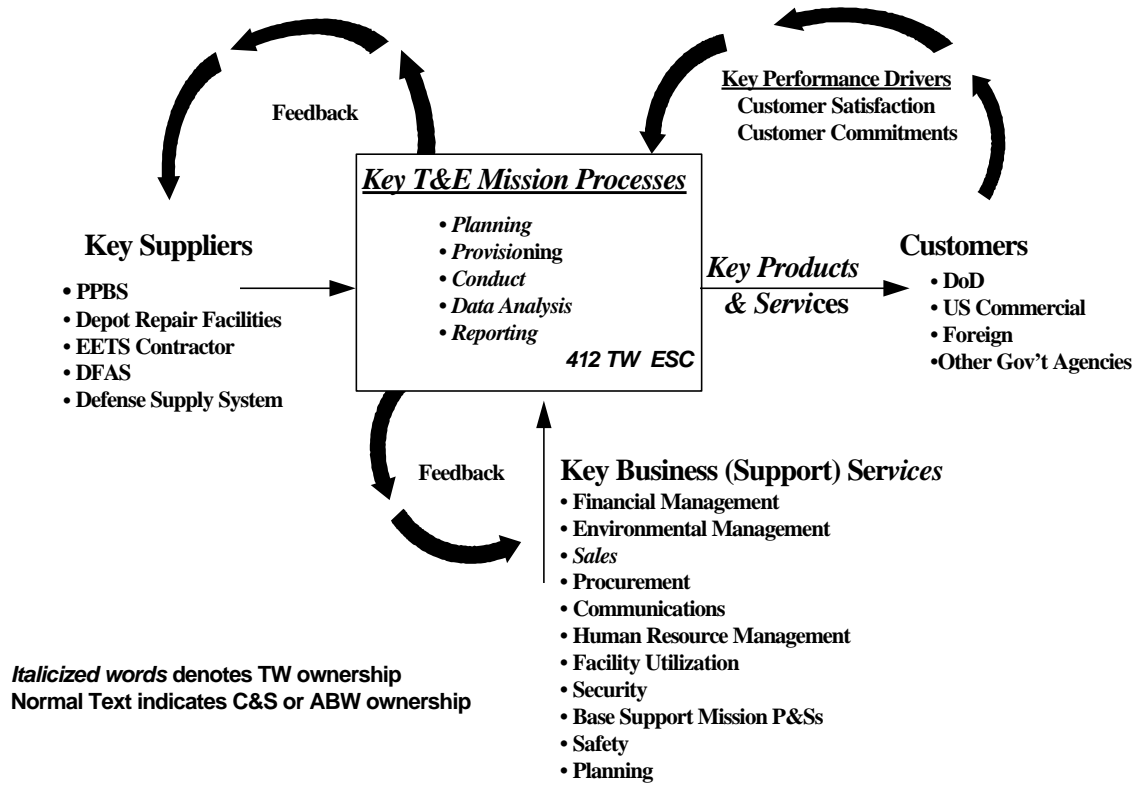
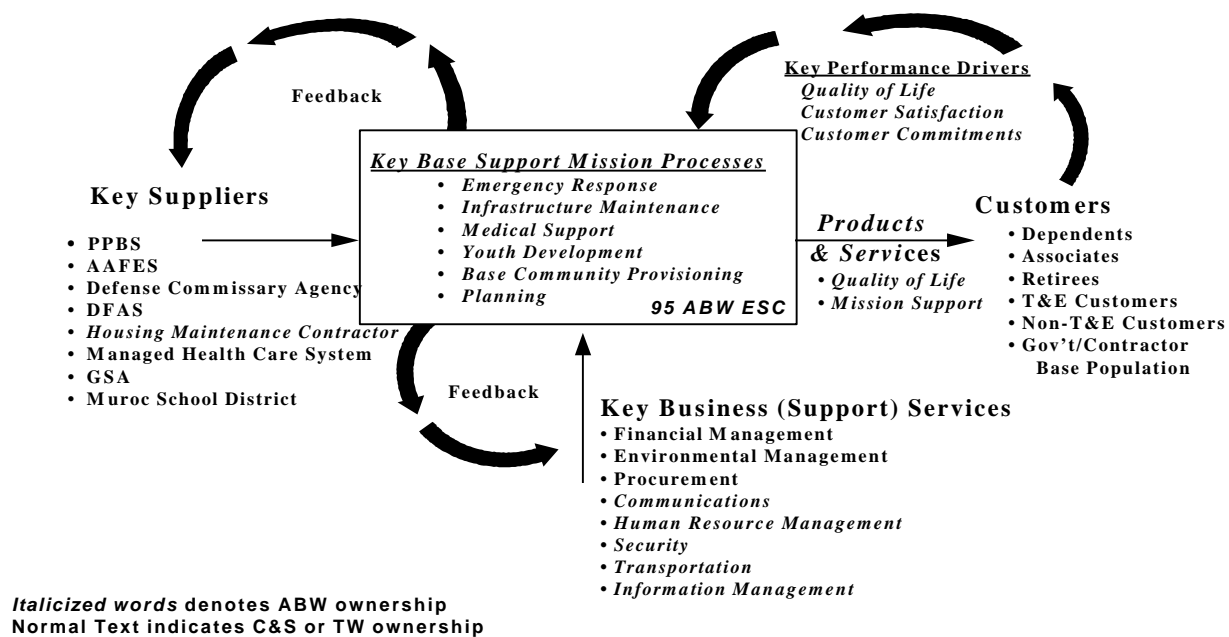
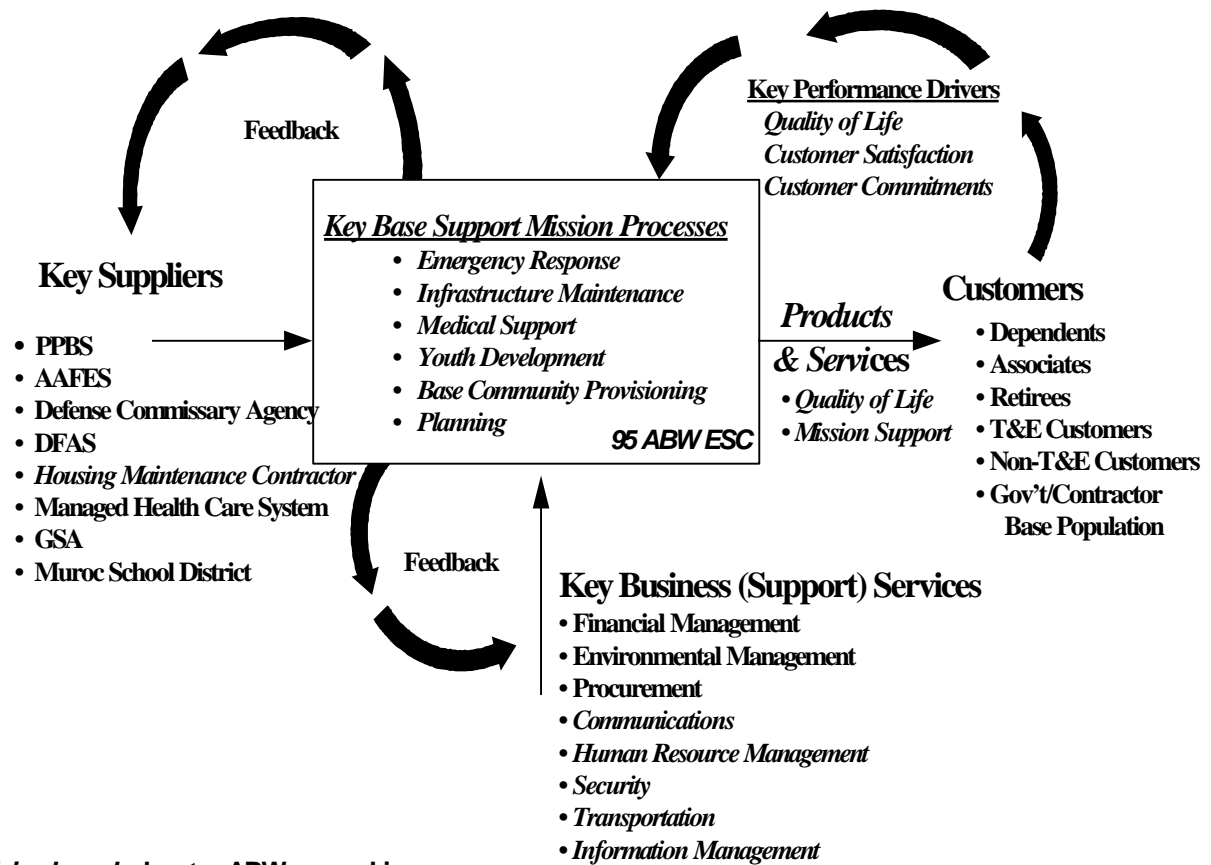


Figure 1.4. Base Community Support Tactical Model.





Italicized words denotes ABW ownership
 Normal Text indicates C&S or TW ownership

1.15. Wing Activity Reviews. On a weekly basis, the CB reviews a selected business unit's semi-annual progress against their strategic and tactical plans. These reviews will highlight unit performance, significant accomplishments, critical planning activities, major process obstacles, and key metrics, using the AF assessment criteria as a structure for the formal briefing. These reviews are divided by mission into a Test Wing Activity Review for 412 TW units and a Base Operating Support Review for 95 ABW units and Center Command and Staff elements. Though attendance is open to Center personnel, permanent membership for each review is AFFTC/CC, Command & Staff ESC, the respective Wing ESC, and the other Wing/CC.

1.16. CB Offsites: The CB conducts three annual offsites to review the strategic plan (Aug), corporate processes (Jan), and quality planning and initiatives in light of internal and external quality assessments (Apr).

Section 1C— Corporate Planning Documentation

1.17. Corporate Planning Documentation. Various documents provide essential communication of corporate vision, goals, objectives, plans, and processes. A brief description of these annual documents and their OPR follows.

1.18. Strategic Plan. Documents AFFTC's purpose, vision, and strategies to achieve AF and AFMC goals and objectives. Included is an assessment of the future mission environment to include workload and resource estimates. **OPR: CWG.**

1.19. FY Planning Guidance. Communicates business forecast and objectives with resource allocations for planning at the business unit level for the upcoming FY. This guidance will present proposed changes to AFFTC capabilities, capacities, or processes, to include the substantiating workload projection and capacity assessment, tactical portion of all SAPs, and proposed budget allocations. **OPR: CRIPT.**

1.20. Unit Business Plan (UBP). Documents a business unit's quality management initiatives to fulfill the AFFTC core purpose through the achievement of AFFTC strategies and application of the annual planning guidance. Content is presented along AF assessment criteria. These plans will outline the required resources, fiscal and other, to achieve its recommended operations. **OPR: Business Units.**

1.21. Strategy Action Plan. Translates an AFFTC strategy into actionable plans that identifies the success criteria for completion, detailed tasks to complete, and required resources to complete the tasks. Detail will be sufficient to determine resource requirements by FY. **OPR: Assigned by CB.**

1.22. Base Comprehensive Plan. Incorporates the programmed improvements to the base infrastructure by FY. This document covers all infrastructure not addressed in the Test Investment & Planning Process. **OPR: ABW/CE.**

Chapter 2

LEADERSHIP

2.1. Introduction. This chapter addresses AFFTC senior executives' personal leadership and involvement in creating and sustaining a customer focus, clear values and expectations, and a leadership system that promotes performance excellence. AFFTC's public responsibilities and contributions to the community are also detailed.

Section 2A— Senior Leadership

2.2. AFFTC Quality Policy. The Corporate Board (CB) is responsible for establishing the Flight Test Center's quality policy. This "quality roadmap" will be used to guide decision makers and will incorporate the USAF Core Values, Quality Air Force (QAF) Principles, and the QAF Operating Style. The CB will review and update the AFFTC quality policy on an annual basis.

2.3. Leadership Commitment to Quality. AFFTC senior leaders are expected to actively demonstrate their commitment to the AFFTC quality roadmap through leadership by example. In addition, AFFTC/CC/CV/CD, TW/CC and ABW/CC will communicate to their organizations the values and principles embodied in the quality roadmap, as well as periodically write articles for the base newspaper, the *Desert Wings*, specifically addressing the same. AFFTC/PA will schedule these articles and provide senior leaders with a minimum of thirty days to prepare their topic.

2.4. Setting AFFTC Strategic Direction. AFFTC senior leaders are responsible for establishing the strategic direction for the Center. Strategic direction is developed through the AFFTC Corporate Planning Process and is culminated at an annual offsite. With CB approval, direction is communicated through the AFFTC Strategic Plan. This process is described in Chapter 4.

2.5. Improvement of Leadership Systems. AFFTC senior leaders will attend three offsites each year specifically targeted at improving the Center's leadership systems. These offsites are: the Quality Air Force (QAF) off-site to review progress and renew commitment to QAF; the Corporate Process Review off-site to review and improve key processes and performance drivers; and the Strategic Planning offsite to review and make adjustments to the Center's Strategic Plan. When possible, the QAF offsite will occur after a formal Unit Self Assessment (USA) or Quality Air Force Assessment (QAFA) to deal directly with the findings of those assessments.

2.6. Leadership Involvement Plan. AFFTC senior leaders will work to improve the effectiveness of their leadership through the Leadership Involvement Plan. This plan includes behavioral expectations for leaders and midmanagers and levies requirements for specific training and involvement activities. Senior leaders will also participate in AFMC leadership involvement initiatives (e.g., AFMC/CC's "immersion" program). In addition, leaders at all levels are encouraged to take advantage of leadership self assessment instruments to help gauge and renew their personal commitment to leadership improvement. AFFTC/QI will develop, maintain, update, and provide such instruments upon request.

Section 2B— Leadership System and Organization

2.7. Organizing for Quality. The AFFTC CB is responsible for establishing a corporate infrastructure that facilitates deployment of Quality Air Force (QAF) principles throughout the Flight Test Center. This infrastructure will complement the existing chain of authority. In addition to the CB and the three Executive Steering Committees (ESCs), this infrastructure can expand to include Quality Improvement Teams as necessary to implement quality initiatives.

2.8. Quality Improvement Teams. To effectively guide improvement efforts, AFFTC senior leadership will ensure that each quality improvement team (QMB, PAT, IPT) is provided a written charter by the group that commissions them (Attachment 1 contains an outline of minimum essential elements for a formal charter). If the importance or complexity of a product, service or its associated production/delivery processes dictates the need for multiple IPT/PATs during the design/improvement process, the parent CB committee for the product and service owner will charter a Quality Management Board (QMB) to oversee the design. Where appropriate, quality improvement teams will be allowed to comment and provide inputs to the charter prior to final approval and tasking. To ensure continuity of purpose, each quality improvement team will include a “linking pin” member who is either a member or knowledgeable agent of the chartering entity, and specific team objectives will be linked to the AFFTC Quality Road Map and HHQ’s goals and objectives.

2.9. Review of Work Performance. AFFTC senior leadership is responsible for ensuring that AFFTC business units meet their productivity and operational performance objectives and at the same time maintain a strong customer focus. This will be accomplished through periodic review of each AFFTC business unit’s work performance during either the Base Operating Support Activity Review (BAR) or the Test Wing Activity Report (TWAR), as well as through review of survey and inspection results.

2.9.1. Wing Activity Reviews (TWAR and BAR). ABW and Test Wing assigned units, as well as selected AFFTC Staff elements, will brief the Center Staff during the weekly activity reviews to provide for senior-level analysis and review of unit performance. As a minimum, each unit will brief before each MEB, its performance with respect to its respective MEB QPIs and accomplish an annual, in-depth unit briefing detailing performance against the seven Air Force Assessment Criteria. During these presentations, senior leaders will evaluate unit performance against their unit business plans (UBPs), and will ensure unit activities are aligned with the Center strategic plan. Each respective ESC will manage the activity report process for their units. AFFTC command and staff elements will be managed under the ABW ESC. The unit commander or director will make the presentation.

2.9.2. Unit Self Assessments. AFFTC/QI will administer the Center-wide, biennial Unit Self Assessment (USA) just prior to an annual corporate quality initiative offsite.

2.9.3. Survey and Inspection Results. AFFTC senior leaders will review all survey and inspection results to identify potential areas for improvement. Specific survey results that will be reviewed include the 412 TW Customer Satisfaction Survey, AFMC Quality of Life Survey, and the AFFTC Organizational Climate Survey. Inspection results to be reviewed include Unit Self Assessments (USAs), Quality Air Force Assessments (QAFAs), Operational Readiness Inspections, and Standardization and Evaluation Inspections. Each respective ESC is responsible for the development and implementation of improvements as a result of the surveys and inspections. Each ESC will inform the CB of the proposed actions, and seek approval from the CB if required resources exceed current allocations or actions impact organizations outside the Executive Steering Committee’s (ESC) control.

Additionally, each year at selected offsites, the CB reviews inspection and survey results in aggregate to address Centerwide trends and deficiencies.

Section 2C— Public Responsibility and Citizenship

2.10. Public Responsibility. Recognizing that local communities and the public at large are critical to the ability to perform the AFFTC mission, senior leaders will encourage all AFFTC members to become involved in making a personal contribution to their communities. Corporately, AFFTC senior leaders will ensure the processes are in place to engage in formal and informal contacts, agreements, and working partnerships with community leaders, state and local government units, civic and public organizations, and individual community members and interest groups for the purpose of improving local and surrounding communities.

2.10.1. Environmental Responsibilities. The Environmental Protection Committee (EPC) is responsible for policy, process, resources, and status of the overall Center environmental program. AFFTC senior leaders will ensure that results of environmental analyses are available to the public, the development of compatible land use under over-flight areas is promoted, and measures are taken to lessen potential noise impacts upon the local communities. AFFTC/EM will perform assessments to measure the environmental impact of continued execution of the AFFTC mission.

2.10.2. Ethical Responsibilities. AFFTC/JA will provide legal advice to commanders and supervisors to ensure individual and corporate adherence to legal and ethical conduct relative to community relations. AFFTC/JA will be the Center focal point for questions regarding ethical behavior and will ensure that all members of the Acquisition Corps at the Flight Test Center receive their mandatory DoD ethics training.

2.11. Community Relations. AFFTC/XP will maintain the overall AFFTC Community Relations Plan and will coordinate with AFFTC/PA to conduct community support and relations activities. AFFTC/PA will be responsible for media releases, arranging public meetings, and overall coordination of AFFTC participation in various military/civilian support groups or special events. AFFTC/PA will also manage other public services and community relations activities. Examples include: base tours, the “speakers’ bureau”, the “guest instructor /teacher program”, and senior AFFTC leaders’ participation in community business conferences, parades and fairs.

2.12. Corporate Citizenship. AFFTC senior leaders will ensure that AFFTC representatives serve as active participants on local planning boards, committees, and commissions. AFFTC/XP will assign and coordinate membership responsibilities. AFFTC/XP will be the focal point to assess and coordinate AFFTC community interests and positions.

2.13. Community Assistance Programs. AFFTC senior leaders will actively support the establishment of community assistance programs that bring the expertise and resources of the Flight Test Center to assist local communities.

2.13.1. Promoting Quality Principles. AFFTC/QI will assist within available resources community organizations in understanding and implementing Quality Air Force and other “culture change” principles to their operations. 95 MSS/DPE will provide quality training to community organizations on a space available basis.

2.13.2. Supporting Youth Programs. 95 MSS/CC will be responsible for managing that part of the AFFTC community outreach effort that deals with special employment and/or education programs, such the Cooperative Education Program, the Stay-in-School Program, and the summer hire program.

2.13.3. Disaster Assistance. Applicable AFFTC units will prepare for disasters, natural and otherwise, by conducting joint exercises with state and local agencies and provide training to local communities as requested.

Chapter 3

INFORMATION AND ANALYSIS

3.1. Introduction. This chapter implements the AFFTC's fact-based management architecture and process. It assigns the responsibilities and details requirements for the management, comparison/benchmarking and analysis of information and data needed to improve overall organizational performance.

Section 3A— Management of Information and Data

3.2. Unit Data Requirements. Each AFFTC business unit will select, collect, and manage product and process performance data necessary to manage and improve their unit's operations. Specific unit-level measures shall be identified in the unit Business Plan.

3.3. AFFTC Data Requirements. AFFTC business units will collect and manage the data required to support the corporate management of the Flight Test Center. These data requirements will be determined by the Corporate Board (CB) for Center-wide processes, and by the respective Executive Steering Committees (ESCs) for Test Wing, Air Base Wing, and Command and Staff processes.

3.4. HQ AFMC Data Requirements. AFFTC business units will collect and manage the data required to support the AFMC Test and Evaluation, as well as, the Base Operating Support Mission Element Boards (T&E MEB and BOS MEB). 412 TW/CCS is the AFFTC focal point for assembling and forwarding to HQ AFMC the data necessary to support the T&E MEB Quality Performance Indicators (QPIs). 95 ABW and Command and Staff organizations will be tasked by and will report data for the BOS MEB QPIs directly to their respective HQ AFMC parent organizations.

3.5. Test and Evaluation Customer Satisfaction Data. 412 TW/CCS will construct, validate, distribute, and collect semiannual Customer Satisfaction Surveys for all 412 TW customers.

3.6. Member-Related Data. AFFTC/QI, 412 TW/CCS, and 95 ABW/XP will collectively construct, validate, distribute, and collect annual Organizational Climate Surveys for all AFFTC assigned units. 95 ABW/CC will distribute and collect Air Force and AFMC Quality of Life surveys.

3.7. Market Data. The Marketing IPT will collect and manage data on existing and potential customer needs.

3.8. Workload Data. The Workload IPT will collect and manage current workload/ capacity data for each test capability, business, service, and support function.

3.9. AFFTC Management Information Systems (MIS). The MIS IPT is responsible for the development and maintenance of a management information system and World Wide Web (WWW) site infrastructure to facilitate collection, maintenance, processing, and display, of technical, financial, personnel, and other management information. The system will collect, process, and maintain this information as close to the point of origin as possible, while ensuring appropriate access through all levels at the Flight Test Center. The Network IPT (412 TW/NIPT) will ensure that the network infrastructure is efficiently

managed and maintained, and supports all validated network requirements, including those for the Center-wide MIS.

3.10. Data Reporting Formats. 412 TW/RMS will define a standardized format for the data required to support a Center-wide MIS. AFFTC assigned units that are required to provide data inputs to the AFFTC MIS will provide that data in accordance with the standardized format.

3.11. Improving Data Management. Each AFFTC business unit will, as a minimum, conduct an annual review to identify opportunities for improvement of the processes it uses to select, collect, and manage data and information. This review will ensure data usefulness, validity, and reliability, as well as sufficient accessibility and maintainability.

Section 3B— Comparisons and Benchmarking

3.12. Comparisons. 95 ABW and AFFTC Command and Staff assigned units will compare their performance against that of similar AFMC units through the aggregate BOS MEB QPIs obtained from the appropriate HQ AFMC parent organization. Likewise, 412 TW assigned units will compare their performance against that of similar AFMC units through the aggregate T&E MEB QPIs. 412 TW/CCS will obtain this data from HQ AFMC/DOP. AFFTC units will identify best practices within other AFMC organizations, and where applicable, adapt those best practices into unit operations. AFFTC units are encouraged to seek other sources for comparison within and outside of DoD, and will document all proposed comparisons within their Unit Business Plan (UBP).

3.13. Benchmarking. All AFFTC assigned units will follow the procedures described in AFMC Instruction 90-301, *Organizational Comparison and Benchmarking Process*, to benchmark best-in-class organizations. Specific unit benchmarking targets will be included in unit UBPs. AFFTC/QI will act as Center focal point for all benchmarking efforts. All formal benchmarking studies will be coordinated through that office.

Section 3C— Analysis and Use of Organizational-Level Data

3.14. Unit Data Analysis. Each AFFTC assigned unit will be responsible for the analysis of its own process and product performance data. Data will be analyzed to gain an understanding of unit-level performance and identify areas for improvement.

3.15. AFFTC Data Analysis. The Corporate Board will designate OPRs and OCRs for the analysis of data required to support management of Center-wide processes. The ESCs will designate OPRs and OCRs for the analysis of data required to support management of Test Wing, Air Base Wing, and Command and Staff processes. Designated OPRs and OCRs will integrate data and information from throughout the Center to develop analyses that consider customer satisfaction, operational effectiveness, productivity, business performance, and financial implications. OPRs will report the results of their analyses to their chartering element in the format and forum directed by that organization.

3.16. Customer Satisfaction Data Analysis. 412 TW/CCS will analyze the data collected through its Customer Satisfaction Surveys to determine how the AFFTC meets customer needs and identify areas for

improvement. 412 TW/CCS will report the results of this analysis to the Corporate Board, the 412 TW ESC, and the units serving the customers surveyed.

3.17. Member-Related Data Analysis. 412 TW/CCS, 95 ABW/XP, and AFFTC/QI will analyze the data collected during the annual Organizational Climate Surveys for 412 TW, 95 ABW, and Command and Staff units respectively. This analysis will be used to highlight areas in human resource management that require the attention of executive, senior, and unit-level leaders; analysis results shall be reported to the respective Executive Steering Committees (ESCs), as well as, unit leaders. AFFTC/QI will report the aggregate results of the Organizational Climate Survey to the Corporate Board. In addition, 95 ABW/CC will brief the results of the AFMC Quality of Life Survey to the Corporate Board. Survey results will also be reviewed as part of the CB's annual strategic planning offsite.

3.18. Market Analysis. The Marketing IPT will analyze the data collected on existing and potential customer needs to develop an annual market forecast and identify areas for product/service offering or improvement.

3.19. Workload Analysis. The Workload IPT will translate market forecast data into workload/resource capacity requirements. Additionally, the Workload IPT will assess current workload/resource capacity to determine potential overages/shortfalls from forecast workload, and provide it to the Center Resources IPT for further analysis.

3.20. Data Analysis Training. To improve the ability to conduct effective data analysis, AFFTC commanders and directors will ensure their assigned personnel receive training in tools and techniques of data analysis. Requirements will be included in the UBPs.

Chapter 4

STRATEGIC PLANNING

4.1. Introduction. This chapter describes the AFFTC strategic planning process to strengthen its operational and financial performance. Specifically, it implements the Center strategy development process and, including translation into actionable key performance drivers and plans, the organizational deployment process; and finally, evaluation and improvement of the planning and deployment processes.

Section 4A— Strategy Development

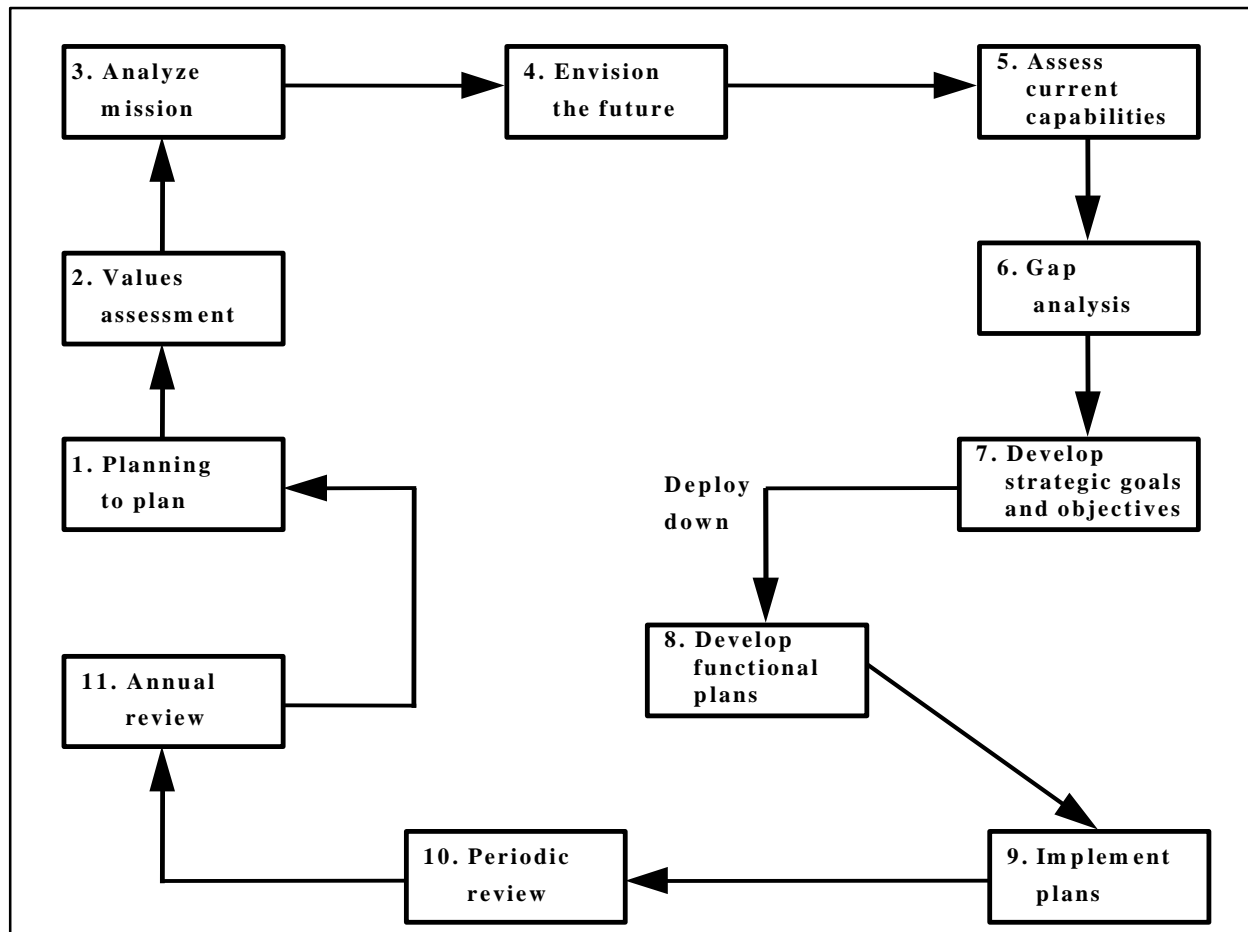
4.2. Corporate Planning Process. The Corporate Board (CB) is responsible for the AFFTC Corporate Planning Process and will ensure that all applicable DoD and AFMC requirements for strategic planning are met. The AFFTC Corporate Planning Process, summarized in the Overview, will be conducted on an annual cycle and include all of the steps listed in the 11-step USAF Strategic Planning model depicted in Figure 4.1.

4.3. Planning to Plan. Corporate Working Group (CWG) will ensure the necessary infrastructure, planning approach and training are established to support the annual strategic planning process.

4.4. Incorporating Values into Planning. Senior leaders will ensure that all steps of the Corporate Planning Process consider and align with the USAF Core Values.

4.5. Mission Statement/Core Purpose. Senior leaders will annually review the AFFTC mission statement and core purpose, and modify these to reflect changes in Center's assigned responsibilities or clarify aspects that lack focus or deployment across the Center.

Figure 4.1. USAF Strategic Planning Model.



4.6. Envisioning the Future. The Corporate Working Group (CWG) will assess the overall business environment including internal and external factors such as financial, technological, political, regulatory, community, human resource, etc., that influence AFFTC's resources and customer forecasts. This, combined with a customer workload forecast, will form the basis for the formulation of AFFTC strategies.

4.6.1. Future Customer Requirements. The Marketing IPT (MIPT) will determine future customer requirements (market forecast) as outlined in paragraphs 8.2 and 8.5.

4.6.2. Workload Forecasts. The Workload IPTs will translate the market forecast into a workload forecasts identifying the required AFFTC capabilities and capacities. Chapter 3 discusses the data collection and analysis requirements for this process.

4.6.3. Technology Forecast. The Center Technology Council (CTC) will research, analyze, and recommend new technologies for application at the Center. The CTC will provide this information to the Center Resources IPT (CRIPT) for inclusion in their gap analysis.

4.6.4. AFFTC Test Investment Planning Process (TIPP). The AFFTC Improvement & Modernization (I&M) Program Office administers local TIPP process to identify investments for future AFFTC T&E capabilities. The AFFTC has assigned six Functional Area Managers (FAMs) who are responsible for identifying requirements for new or improved test capabilities. The FAMs will develop TIPP "Needs" and "Solutions" to document the capability shortfalls and propose projects to eliminate the shortfalls. After AFFTC Needs and Solutions are submitted to the CTC for AFFTC/CD approval, they are submitted to the appropriate SFTC office as the first step of the AF TIPP process.

4.7. Capacity Assessment. The Workload IPT is responsible for examining current and projected AFFTC resources and capabilities, as well as those of AFFTC's key suppliers, to develop an integrated AFFTC capacity projection for a five and tenth year periods.

4.8. Gap Analysis. The Center Resources IPT (CRIPT) will conduct an annual gap analysis. As a minimum, this analysis will compare the current capacity projection to projected future requirements to identify potential resource/capability shortfalls or overages. The Business IPT (BIPT) will translate this analysis into a series of recommended strategic business objectives targeted at adjusting capacities, eliminating or adding capabilities and/or modifying production/service delivery processes. These analysis and objectives will be presented to the CB prior to the annual Strategic Planning offsite. As a part of their analysis, the BIPT will formulate a business forecast with supporting resource/capability objectives over the Future Year Defense Plan (FYDP).

4.9. Strategic Vision/Goals. Based on the recommendations and analysis performed by the CRIPT and BIPT, the CB will formulate an overall Strategic Vision for the Center. This Vision will become the foundation for formulating AFFTC's strategic goals and objectives selected by Senior Leaders at the annual Strategic Planning offsite. Collectively, the business environment, Strategic Vision, and strategies will constitute the AFFTC Strategic Plan. The plan's specific format is outlined in Attachment 3.

4.10. Publication and Distribution. AFFTC/XP will publish and distribute copies of the AFFTC Strategic Plan to all AFFTC business units. AFFTC/XP will retain file copies of all current and past strategic plans.

Section 4B— Strategy Deployment

4.11. Strategic Plan Implementation. Deployment and implementation of the AFFTC Strategic Plan will be accomplished via Strategy Action Plans and Unit Business Plans.

4.12. Strategy Action Plans. Each strategy listed in the AFFTC Strategic Plan will have a corresponding Strategy Action Plan (SAP) that details the steps and resources necessary to achieve that goal. The SAPs will be the vehicle by which Center strategies are translated into specific, measurable actions. Each plan will include, as a minimum, timelines and milestones for completion, metrics for progress assessment, and details of the resources required by all organizations to support/accomplish the plan by FY. The SAP will remain in effect until the strategies achieved, or it is retired by the CB. SAPs will be developed by SAP teams.

4.12.1. Strategy Action Plan Teams. The Corporate Board will establish SAP teams for each strategic goal listed in the AFFTC Strategic Plan. The CB will assign an office of primary responsibility (OPR) to act as the team lead for each SAP and other appropriate offices of collateral responsibility (OCR's) to act as team members. All business units having a part in accomplishing or supporting a specific SAP will identify, through the SAP team, the resources required to support that strategy. For each SAP team chartered, the CB will designate a responsible ESC. The team lead and responsible ESC will be responsible for the implementation of each SAP.

4.13. Unit Business Plans. AFFTC business units (as designated by the ESCs) will prepare annual Unit Business Plans (UBP). These business plans will be constructed using the seven Air Force Assessment criteria categories as a framework. UBPs will contain all information necessary to identify each unit's overall operating approach and quality initiatives, as well as the unit's part in accomplishing or supporting specific AFFTC strategies, and corresponding SAPs. UBPs will also include the unit's resource requirements for its support of strategic initiatives and the unit's on-going functional operations and maintenance. This information will be consolidated in the unit's financial plan, which will be appended to its UBP. This financial plan will then be used to communicate the unit's financial requirements in the Center's resource allocation process. UBPs will be developed using the Fiscal Year Planning Guidance developed by the CRIPT.

4.13.1. Business Planning Guidance. The CRIPT is responsible for publishing the annual Fiscal Year Planning Guidance and distributing it to all AFFTC business units. This guidance will be issued after the Strategic Planning offsite and will be used by business units as the source material for preparing annual revisions to their UBPs.

4.13.2. Deploying Unit Business Plans. Each Commander or Director of a business unit will ensure that all assigned or matrixed personnel understand the key elements of their UBP and its link to achieving the AFFTC mission and strategies, as well as the Command and AF goals and missions. It is encouraged that personnel of the business unit's key suppliers and support services also be informed.

Section 4C— Improving the Planning Process

4.14. Evaluation and Improvement. The CB will review the processes used to develop and deploy the AFFTC Strategic Plan at the annual Strategic Planning offsite. The CB will direct changes at this time. The CWG will be responsible, on a continuing basis, for analyzing the effectiveness of the Corporate

Planning Process, and making recommendations for improvement to the CB. In addition, AFFTC/QI will present to the CB the results of Quality Air Force Assessments (QAFA) and Unit Self Assessments (USA) that deal specifically with Category 3 (Strategic Planning), to identify shortfalls and potential areas for improvement. Improvement actions are assigned to the CWG.

Chapter 5

HUMAN RESOURCES DEVELOPMENT AND MANAGEMENT

5.1. Introduction. This chapter describes the AFFTC approach for human resource planning, developing high performance work systems, education and training of the workforce, and finally, the Center's approach for ensuring member well-being and satisfaction.

Section 5A— Human Resource Planning and Evaluation

5.2. Mandated Planning Requirements. The Corporate Board (CB) will ensure that the applicable requirements in the AFMC Human Resources Strategic Improvement Plan (HRSIP) and other higher headquarters' human resources plans are translated into AFFTC human resources plans. AFFTC senior leaders will build upon these established programs to ensure that AFFTC human resource plans are properly developed and managed.

5.3. Local Planning Requirements. The Civilian Policy Board (CPB), Center Civilian Management Board (CCMB), and the Human Resources Development Council (HRDC) are collectively responsible for identifying human resource development and management requirements specific to the Flight Test Center.

5.4. Civilian Personnel Policies and Management. The CPB will review and approve new personnel policies. The CCMB will provide executive oversight of civilian resource management programs and procedures related to manpower allocations and civilian employment planning.

5.5. Personnel Training and Education. AFFTC human resources development will be based on existing locally designed, as well as DoD, Air Force, and AFMC education and training programs. The HRDC will translate these requirements into AFFTC plans and policies. In turn, 95 MSS/DPE is responsible for translating these policies into a Center-wide Human Resources Development and Training Plan. The HRDC will provide corporate guidance and review of civilian and military training and education.

5.6. Unit-Level Plans. Each AFFTC business unit, through its Unit Business Plan (UBP), will outline unit-level human resources requirements and the plans that will aid the development and management of unit human resources assets. UBPs will also detail how specific unit human resource plans and programs support AFMC objectives, AFFTC Strategy Action Plans, and other AFFTC human resources requirements. The UBP will create a link from AF, AFMC, and Center human resource development and management processes to specific unit activities. Unit commanders and directors are responsible for executing unit human resources plans.

5.7. Work Design. AFFTC business units will promote changes in work design to improve worker flexibility, innovation, and rapid response by fully encouraging and empowering work teams and by redesigning work functions as appropriate. Integrated Product Teams (IPTs) will be used as needed to streamline problem solving and facilitate resolution of complex, multi-functional center issues. UBPs will outline unit-level initiatives to improve worker effectiveness. When requested, AFFTC/MO will provide assistance in improving work design processes.

5.8. Benefits Planning. The CB will periodically assess the civilian benefits and compensation program and explore changes to better meet the needs of the AFFTC work force. Local changes will be consistent with existing AF and DoD policy. The CB will seek relief from DoD and AF policy or submit legislative initiatives to HQ AFMC, as appropriate.

5.9. Recruiting. The CPB will review civilian recruitment strategies at the annual Strategic Planning off-site. Changes in civilian recruitment policy will be implemented by the Wing or unit as appropriate. Military recruitment strategies will be determined at AF level.

5.10. Improving Human Resource (HR) Planning. AFFTC/QI, with help from 412 TW/CCS and 95 ABW/XP, will analyze member-related data from the annual Organizational Climate Survey and AFMC Quality of Life Survey to assess the development and well-being of the AFFTC work force and associates. Feedback from workers including contractors will help identify areas for improvement. In addition, Unit Self Assessments (USAs) can be used by unit commanders or directors to obtain feedback on human resources practices. Also, AFFTC senior leaders will assess the effectiveness of unit human resources practices against unit performance results during TWAR and BAR presentations. The CB will use all of these inputs to direct improvements to existing human resources plans.

Section 5B— High Performance Work Systems

5.11. Work Teams. AFFTC assigned units will create opportunities for initiative, innovation, and self-directed responsibility by fully supporting and empowering work teams. AFFTC senior leadership will encourage the use of Integrated Product Teams (IPTs) to solve complex and multi-functional problems. IPTs will be used throughout the Center to facilitate effective communication across functions and units.

5.12. Encouraging High Performance. The CB will review recognition programs at the Flight Test Center to ensure that existing DoD, AF, and AFMC programs are deployed throughout the Center. Executive Steering Committees (ESCs) will ensure that Center programs are being fully deployed by unit commanders and directors. AFFTC assigned units will highlight unit-level recognition programs in their UBPs, and Test Wing Activity Report (TWAR) and BOS Activity Report (BAR) presentations to assist in the sharing of existing unit-level recognition program ideas. The CPB will be responsible for implementing improvements to the existing civilian compensation programs and will periodically review the Center's progress in these areas to ensure that the most effective compensation and recognition processes are in place at the AFFTC. The CPB will review civilian monetary awards, as well as, personnel ratings to ensure consistency. The CPB will also review high-grade (GS-13 and above) civilian promotions.

Section 5C— Education, Training, and Development

5.13. Corporate Management. The Human Resource Development Council (HRDC) is responsible for overall policy and program guidance, allocation/commitment of resources for education and training programs, monitoring ongoing programs, review of education and training expenditures, ensuring information crossfeed, and the identification of problem areas to the CB. 95 MSS/DPE is responsible for the development of Center-level plans to fulfill the unmet Center education and training requirements, evaluation of training and education programs, and providing the HRDC with information and status of the AFFTC education and training programs.

5.14. Individual Training Requirements. AFFTC unit commanders, directors, and supervisors are responsible for the training and education programs for the workers under their supervision. Individual Development Plans (IDP) process will be used by supervisors to identify training and education requirements of their workers. The IDP process will be fully deployed by the unit commanders and directors to ensure mission training requirements are met. Long Term Full-time Training will be used to provide formal advanced education to AFFTC civilians.

5.15. Mandatory Supplementary Training and Briefings. The HRD Center is the focal point for one-time mandatory supplementary training and briefings. Mandatory supplementary training and briefings include any supplementary Air Force or MAJCOM mandated training or briefing, regardless of length, source of requirement, or subject matter for all organizations and activities assigned or attached to Edwards. These include, but are not limited to: EOT Training, Aids Awareness Training, Timecard Training, credit card briefing, and earthquake briefing. Responsibility for establishing training or briefing requirements rests with the local subject matter experts. These experts will coordinate and consolidate the required training or briefings with the HRD Center. The HRD Center will provide scheduling and administrative guidance to the subject matter experts.

5.16. Evaluating Education and Training. AFFTC assigned units will conduct internal evaluations of training and education provided to unit members and will report training and education deficiencies to 95 ABW/DPE for appropriate improvement actions. 95 ABW/ DPE will review training course critiques to ensure students are receiving effective training. Center-wide trends in education and training deficiencies will be referred to the HRDC for action.

Section 5D— Member Well-Being and Satisfaction

5.17. Health in the Workplace. The AFFTC Health and Wellness Center (HAWC) and Civilian Wellness Program Manager are responsible for developing and managing the Center's health and wellness programs. AFFTC senior leaders will review the status and progress of all programs through quarterly Base Operating Support Activity Review (BAR) briefings by the director of the HAWC.

5.18. Safety in the Workplace. Senior leaders will stress throughout all practices the absolute need for safety first in all decisions/processes, as well as the individual member's responsibility as the final opportunity to mishap prevention. Unit Commanders have the responsibility and authority to ensure adequate safety in the workplace. AFFTC/SE will facilitate quarterly Safety and Health Council (SHC) meetings per AFI 91-202, *USAF Mishap Prevention Program*, and AFI 91-301, *AF Occupational and Environmental Safety, Fire Protection, and Health Program*. The AFFTC/CC chairs the SHC with membership as listed in AFFTC Sup 1 to AFR 127-2. The SHC will address corporate safety concerns to include occupational safety and health (OSH) issues, and recommend solutions where appropriate.

5.18.1. Test Safety Review. AFFTC/SE is responsible to develop and maintain a test safety review process that ensures the minimum safety standards, outlined within AFMC and AF standards and engages AFFTC senior leaders in the approval/ notification process commensurate with the apparent level of risk. AFFTC/SE will address test safety process issues through the SHC.

5.19. Services Available to the Work Force. Air Force and AFMC directives establish most of the services that Center personnel receive; these include family support centers, gymnasiums, bowling alleys, libraries, and others. The CB, through feedback surveys like the AFMC Quality of Life Survey, will

review employee feedback on the quality, deployment, and effectiveness of these services and direct the development of improvement plans to improve any deficiencies in these services.

5.20. Measures of Work Force Satisfaction. The AFFTC Leadership Involvement Plan outlines the senior leadership approach to determine work force quality of life at the Flight Test Center. AFFTC senior leaders will use methods such as the AFMC/CC's "immersion" program, "Brown Bag" luncheons with workers, Walk-the-Talk visits to work sites, and other programs to obtain feedback first-hand on AFFTC quality of life issues. In addition, the CB will use Organizational Climate and Quality of Life survey results to determine AFFTC quality of life information. Unit business plans will outline programs at the unit level to obtain employee feedback in these areas. The CB and ESCs will direct appropriate actions to improve identified deficiencies.

Chapter 6

PROCESS MANAGEMENT

6.1. Introduction. This chapter addresses key aspects of the AFFTC's process management including product and service design, production and service delivery processes, as well as support services and supplier management. As referenced in the Overview, "support services" and "suppliers" are associated with organizations internal and external to AFFTC respectively. AFFTC senior management will only address those attributes of the corporate business processes that are key-pivotal to its overall success and will empower lower organizational elements to effectively manage all other interests.

Section 6A— Process Management Organization

6.2. Corporate Board (CB) Committee Responsibilities. AFFTC's key products and services, support services, and suppliers are determined from an analysis of the key mission processes. Corporate Board (CB) committees (e.g., Executive Steering Committees) are responsible for overall management of their assigned processes, products and services, and key elements. Designation of "key" product and services is made by the parent CB committee and approved by the CB. Parent CB committees will ensure that product and service quality and performance standards, as well as process definitions, are established and maintained to ensure measurable and continuous improvement.

6.3. Process Owner Responsibilities. Development and management authority for key products and services and support services will be delegated by the CB committee to the lowest possible organizational element within the AFFTC, referred to as the "process owner", to enhance empowerment and productivity. These process owners are responsible for not only the design of their processes, but for its associated production and service delivery processes. These processes will normally be managed through an integrated product team (IPT) or Quality Management Board (determined by the parent CB committee) chaired by the designated process owner. The process owner will ensure essential IPT membership to fulfill customer requirements, involve essential stakeholders, streamline internal coordination and integrate all support service and supplier requirements. Required resources will be allocated by the CB to the owning element to ensure viability of the process and enhance empowerment.

6.4. Process Documentation. Plans to introduce and improve product and service, support service and supplier process management will be documented by process owners in their respective Unit Business Plans (UBP). These plans should address both strategic and tactical plans, and be consistent with AFFTC strategies, AFMC goals and objectives, and AFFTC Strategy Action Plans (SAPs). Specific details as to process definition, product and service design, etc., may be documented elsewhere (COPIS plan, etc.) but will be referenced in the UBP. Resources required to implement these proposed plans will also be identified in the UBP.

Section 6B— Design and Introduction of Key Products and Services

6.5. Product and Service Design Requirements. Customer requirements are identified through four sources: customer agreement processes (e.g., the Program Introduction/Statement of Capability (PI/SOC) process); customer feedback process; internal marketing and workload forecasts; and participation in AFMC's T&E and BOS Mission Element Boards. Formulation of design requirements from these cus-

customer requirements is the responsibility of the process owner. Once design requirements are initially formulated, the IPT or Quality Management Board (QMB) will refine and validate these product and service design requirements against customer requirements.

6.6. Production and Service Delivery Design Requirements. The process owner is responsible for the translation of product and service design requirements into effective and efficient production and service delivery processes. The process owner, through the IPT or QMB, will establish efficiency and effectiveness standards to track the performance of their production or service delivery processes. Measures of efficiency for production and service delivery will be based upon resource indices such as cost, manpower and/or time; while process effectiveness measures will be based on product/ service quality relative to customer requirements.

6.7. Design Process Implementation. The design of products and services and their associated production or service delivery processes is the responsibility of the process owner. The process owner will identify customer requirements, internal and external stakeholders, support services and suppliers, early in the development process. Design of new or modified products and services and their associated production and delivery processes will be made from a defined (new or revised) baseline. The IPT or QMB will establish a measurement plan to track development and production/delivery performance to ensure customer requirements are met.

6.8. Design Evaluation/Improvement. Review of product, service, and production/service delivery designs is the responsibility of the process owner and associated IPT or QMB, and its parent CB committee. Reviews will include consideration of pre-implementation testing to further ensure customer requirements will be met.

6.9. Design Process Evaluation /Improvement. Product and service and associated production/ service delivery design processes will be improved through customer feedback and tracking of key design process performance parameters. The process owner will ensure that these processes are baselined and periodically and systematically reviewed on a periodic basis to incorporate customer feedback and revised quality and cycle time standards for improvement. Oversight responsibility for this review resides with the QMB or parent CB committee, as appropriate.

Section 6C— Product and Service Production and Delivery Processes.

6.10. Process Definition. Process owners will baseline their production and service delivery processes. Baseline information will include key customer requirements, product and process design requirements, process definition detailed to a level sufficient to identify key measurement points in the process, and a corresponding measurement plan.

6.11. Process Improvement. Production and delivery process evaluation will consider, at a minimum, four essential methodologies: analysis and research; comparison and benchmarking; alternative technologies; and internal and external customer information, to improve operational performance and customer satisfaction. The process owner will document the proposed use and exclusion of these methodologies (UBPs, COPIS plans, etc.) in their respective UBP, to include an estimated return on investment, where available. Plans to use alternative technologies should be coordinated through the Center Technology Council (CTC), when consistent with CTC chartered responsibilities. Process changes will be based upon

analysis of key operational performance and quality parameters linked directly to product, service and production/delivery design requirements and customer satisfaction.

Section 6D— Key Support Services

6.12. Support Services Process Management. Key support services are identified by key product and service process owners. The key product and service process owners will ensure that all of their key support services are evaluated to ensure key process requirements, and ultimately, customer requirements, are met. The management and improvement of key support service processes will be handled by the support service process owner using procedures outlined in Section B for key products and services.

Section 6E— Key Supplier Performance Management.

6.13. Supplier Requirements and Performance. Key suppliers are identified by key product and service process owners. Respective CB committees overseeing key products and services will designate focal points for key supplier processes. The key supplier focal point will coordinate and manage integration of their supplier processes across all affected AFFTC processes. The supplier focal points will identify the key supplier requirements (quality, price and delivery/ production attributes) critical to the AFFTC operations. Focal points are encouraged to use the IPT concept to not only assess these key requirements, but formulate the corresponding measures, indicators, and expected level of this supplier's performance. Focal points will establish a mechanism to communicate performance information to key suppliers, as well as to AFFTC customers of the suppliers.

6.14. Procurement Process. The supplier focal point, in coordination with AFFTC/PK, will establish a procurement process that will effectively communicate supplier requirements, and capture the flexibility and effectiveness required to meet critical, short term requirements inherent in the AFFTC's mission. The contractual acquisition process will include such concepts as early supplier/industry involvement in contractual development, broad competition strategies, award fee and surveillance mechanisms linked to key operational performance and quality measures, contract performance assessment reports, etc., to communicate requirements, ensure performance, and provide feedback.

6.15. Improving Supplier Performance. The supplier focal points (identified in paragraph 5.12) are responsible for the Center's evaluation and improvement of the supplier's performance. As such, the focal points will establish the required processes to collect, analyze, and feed back performance data relevant to the supplier's ability to perform, as well as actual performance. Of particular interest will be plans to minimize the cost of performance verification methods such as inspection, test, and audits. These efforts will be documented in measurement plans and will be incorporated into the focal point's UBP. Supplier performance will be periodically reviewed by the focal point's parent CB committee.

6.16. Improving the Procurement Processes. AFFTC/PK is responsible for establishing a process that evaluates AFFTC's procurement processes. This process will address the efficiency and flexibility of the processes, and the effectiveness to translate supplier requirements into meaningful statements of work; it will also have effective tools to monitor and improve supplier performance. The process will include a plan to identify and measure key performance indicators that capture these process attributes, including feedback from suppliers and internal customers.

Chapter 7

PERFORMANCE RESULTS

7.1. Introduction. This chapter describes the categories of performance results to be tracked by each AFFTC business unit: product and service quality results, operational and financial performance results, and supplier performance results. It also describes the requirement for Key Performance Drivers (KPDs) that are used to manage those processes identified as “key to the success of the Flight Test Center” by the Corporate Board (CB).

7.2. Key Performance Drivers (KPDs). The Corporate Board is responsible for designating those performance drivers it deems to be key to managing the overall activities of the Flight Test Center. These performance drivers will be measures of products or processes which are fundamental to the success of the Center. Each performance driver will have associated measures, Quality Performance Indicators, that chart Center performance. 412 TW/CCS, 95 ABW/XP, and AFFTC/QI will be responsible for collecting, tracking, and presenting these associated measures to their respective Executive Steering Committees (ESCs), and to the CB.

7.3. Product and Service Quality Results. Each AFFTC business unit will track results that indicate current performance and trends, in measures of product and service quality. These measures will reflect how well each unit is meeting its customers’ requirements to include CB-designated performance drivers. Each business unit will present product and service quality results for senior-level management review during its scheduled Test Wing Activity Review (TWAR) or Base Operating Support Activity Review (BAR) presentation. Where applicable, performance results will be presented relative to like organizations or similar processes.

7.4. Operational and Financial Performance Results. Each AFFTC business unit will track results that indicate current levels and trends, in measures of operational and financial performance. These measures will reflect the unit’s performance in the areas of product/service design, production, and delivery (see Chapter 6, Sections B & C) to include support services. Each business unit will present its operational and financial performance results for senior-level management review during its scheduled TWAR or BAR presentation. Where applicable, performance results will be presented relative to like organizations or similar processes.

7.5. Supplier Performance Results. Each AFFTC business unit will track results that indicate current levels and trends, in measures of supplier performance. These measures will reflect how well the materials, components, and services provided by organizations external to the AFFTC meet that unit’s performance requirements (see Chapter 6, Sections D & E). Each business unit will present its supplier performance results for senior-level management review during its scheduled TWAR or BAR presentation. Where applicable, performance results will be presented relative to like organizations or similar processes.

Chapter 8

CUSTOMER FOCUS AND SATISFACTION

8.1. Introduction. This chapter describes the AFFTC approach to customer focus and satisfaction. It addresses how the AFFTC identifies customer requirements and expectations, manages customer relationships, and determines customer satisfaction.

Section 8A— Customer Knowledge

8.2. Near-Term Test and Evaluation Customer Requirements. Near-term requirements are primarily determined by the Initial Point of Contact (IPOC) and Program Introduction/Statement of Capability (PI/SOC) processes. The Marketing IPT manages the IPOC process designed to identify potential customers and move to a sales posture by linking the customer with an AFFTC representative. AFFTCI 90-5 addresses the specifics of the IPOC process. The IPOC process leads, in most cases, to the (PI/SOC) process which defines and documents the customers requirements (PI document) for response by the Center (SOC document). The PI/SOC process will be managed by the Sales IPT, chaired by 412 TW/RMX. 412 TW/CC will brief a summary of new IPOCs received weekly at the Test Wing Activity Review (TWAR).

8.3. Long-Term Test and Evaluation Customer Requirements. The Marketing IPT will gather long-term test and evaluation (T&E) customer requirements through the AFFTC Market Forecasting Process. As chair of the Marketing IPT, AFFTC/XPX will ensure inputs are collected from existing customers, as well as potential DoD, US and foreign commercial markets, to include laboratory and technology demonstration initiatives. Inputs will cover the Future Year Defense Plan and include sufficient information to define test requirements and the likelihood to capture the business. When appropriate, AFFTC personnel will also gather T&E customer requirements through avenues such as periodic industry visits, Test Execution Organization (TEO) commander's involvement in joint planning forums, and annual customer visits.

8.4. Improving T&E Requirements Determination. The Marketing IPT is responsible for establishing measurements to address the accuracy and cycle time associated with requirements determination processes. Results and recommendations will be reviewed and approved by the Business IPT.

8.5. Near-Term Base Community Customer Requirements. The 95 ABW/CC is responsible for determining the base community near-term customer requirements. These requirements are based on feedback obtained through various sources to include the AFMC Quality of Life and Organizational Climate surveys, the Family Force Forum, Town Hall meetings, and unit level customer feedback surveys. AFFTC/XP is responsible for identifying near-term requirements for base support services for existing or potential AFFTC associate units (NASA, Phillips Lab, etc.) and coordinating these requirements with appropriate AFFTC units.

8.6. Long-Term Base Community Customer Requirements. 95 ABW/XP will translate DoD, Air Force, and AFMC long-term requirements into local base community support requirements. AFFTC/XP will maintain a liaison with all AFFTC Associates to determine their long-term requirements and coordinate these requirements with appropriate AFFTC units.

8.7. Improving Base Community Requirements Determination. 95 ABW/XP is responsible for developing and improving long-term forecasts for Base Community customer requirements.

Section 8B— Customer Relationship Management

8.8. Managing Test and Evaluation Customer Relationships. Periodically, 412 TW/CC or CV will ensure a team comprised of representatives from across the Center will visit current test and evaluation (T&E) customers with a goal of building better customer relations. Following each visit, the team leader will write a trip report (with inputs from all participants) and assign action items to address the questions/concerns surfaced during the visit. 412 TW Executive Steering Committee will track and review all action items. Commander's of TEO's will establish and participate in forums which includes all stakeholders, such as a Test Management Council or Test Management IPT, to periodically review their performance concerning on-going efforts, and to anticipate future program needs.

8.9. Managing Base Community Customer Relationships. 95 ABW/CC will administer a biennial Quality of Life Survey and annual Organizational Climate Surveys that will provide feedback on the needs of the base community. Additionally, an annual Family Force Forum that focuses on identifying base community support requirements will be conducted by the ABW/CC. Periodic Town Hall meetings and other locally conducted feedback sessions will also be conducted to help manage base community relations. AFFTC/XP will assign an individual Support Agreement Coordinator (SAC) to manage customer relations for each AFFTC Associate. As a minimum, SACs will contact their assigned Associate quarterly.

Section 8C— Customer Satisfaction Determination

8.10. Determining Test and Evaluation Customer Satisfaction. 412 TW/CCS will manage the AFFTC Test and Evaluation Customer Survey program. This survey, administered semiannually, is used to obtain feedback from current test and evaluation customers. 412 TW/CCS will distribute feedback directly to the TEO which is then responsible for further dialogue with the customer for acknowledgment and resolution. If concerns cannot be resolved at the TEO-level, they will be brought to the attention of 412 TW/CCS who will then elevate them to the Corporate Working Group (CWG) for resolution.

8.11. Determining Base Community Customer Satisfaction. The Quality of Life and Organizational Climate Surveys will be used by the ABW/CC to determine the base community customer's satisfaction. The Family Force Forum will also provide feedback on base customer satisfaction. AFFTC/XP will survey AFFTC Associates to determine their level of satisfaction.

Section 8D— Customer Satisfaction Results

8.12. Test and Evaluation Customer Satisfaction Results. 412 TW/CCS will analyze and report the results of the semiannual Test and Evaluation Customer Survey to the Corporate Working Group. The CWG, where necessary, will assign OPRs to address specific concerns deemed critical to repairing customer relations or meeting future customer needs. OPRs will coordinate with 412 TW/CCS to prepare a customer feedback letter signed by AFFTC/CC. 412 TW/CCS will forward this letter to all AFFTC customers prior to the next survey cycle. Each AFFTC organization serving test and evaluation customers

will address customer feedback results and their efforts to improve these results during their Test Wing Activity Review (TWAR) presentation.

8.13. Base Community Customer Satisfaction Results. 95 ABW/CC will brief the results of the Quality of Life and Organizational Climate Surveys to the Corporate Board at the Strategic Planning Offsite. Individual results will be used by the units to develop improvement plans. These plans will be highlighted in Unit Business Plans and briefed to the senior leadership at the TWAR and Base Operating Support Activity Review (BAR) briefings. The results of the Family Force Forums will be briefed to the Center Commander at the conclusion of the Forum. 95 ABW/ST will be responsible for tracking the action items and developing improvement plans to resolve the identified issues.

RICHARD L. ENGEL, Major General, USAF
Commander

Attachment 1

GLOSSARY OF TERMS

Terms

Associate—A government or civilian organization not under direct AFFTC control that has a formal Inter-Service Support Agreement (ISSA) with the AFFTC.

Business Unit—Each AFFTC squadron, directorate and key two letter organization designated by the Executive Steering Committee (ESC) as having sufficient products and/or services under its control to warrant development of a Unit Business Plan (UBP).

Corporate—Executive-level attributes and processes that includes both the top-level conduct of the test and evaluation T&E or base community support missions and AFFTC Command and Staff (C&S) functions.

Customers—Consistent with its T&E mission as a Major Range and Test Facility Base (MRTFB), AFFTC's external customers are those within the DoD, other government agencies, US and foreign commercial organizations needing T&E support. Consistent with base community support mission, the government/contractor base population, active duty military dependents, military retirees, associate organizations, T&E and non-T&E Transient customers represent those of Base Operating Support (BOS) products and services.

Goal (AFFTC)—A desired end condition of a specific Quality Performance Indicator by a specified time.

Goal (QAF)—A broad statement describing a desired future condition or achievement without being specific about how much and when.

Key—An importance assigned to a process, product or service reflecting its criticality to meeting the customers' needs, volume/cost dominance in AFFTC's production/delivery processes, or instability in delivering desired operational performance or product/service quality.

Quality Performance Indicator (QPI)—An AFMC term that is synonymous with the QAF term "metrics."

Senior Executives—Top AFFTC managers defined to be the Corporate Board. This includes AFFTC/CC, AFFTC/CV, AFFTC/CD, AFFTC/FM, AFFTC/PK, AFFTC/XP, 412 TW/CC, and 95 ABW/CC.

Senior Leaders—Senior executives plus members of the CB subcommittees.

Strategic Horizon—Time beyond the tactical window.

Strategy—An AFFTC term that is synonymous with the QAF term "goal" and additionally specifies the offices of primary and collateral responsibility. Band 1 strategies are those which are directly funded by the CB and have equal priority. Band 2 strategies are those which are not directly funded.

Suppliers—Organizations external to the AFFTC organization that provide key products or services in support of AFFTC's mission.

Support Services—Services/products provided by organizations internal to the AFFTC that support the execution and strategic planning of AFFTC's missions. Specifically included here are those products that are obtained through the Standard Base Supply System.

Tactical Window—Time period including current plus next fiscal year (FY).

Test Execution Organization—A test organization under the 412 TW whose responsibilities include combining and/or developing products/services to meet a T&E customer needs.

Attachment 2**CHARTERS FOR KEY COMMITTEES, WORKING GROUPS, AND IPTS****CHARTER OUTLINE**

Each AFFTC Committee/IPT will be governed by a written charter. The charter is the responsibility of the Committee/IPT Chair and should be tailored to fit the needs of the Committee/IPT. While the Chair has the flexibility to organize the charter to best meet the needs of the Committee/IPT, certain minimum information is required:

- **Purpose:** Why was this Committee/IPT created?
- **Authority:** Who directed the formation of the Committee/IPT and what authority has been delegated?
- **Membership:** Who are the members of the Committee/IPT?
- **Responsibilities:** What are the Committee/IPT's responsibilities?
- **Meeting Schedule:** When does the Committee/IPT meet?
- **Approval:** Who approved the Committee/IPT's charter and on what date?

BUSINESS INTEGRATED PRODUCT TEAM (BIPT) CHARTER

Background:

The AFFTC needs a coordinated approach to its business efforts. This IPT will ensure that current business processes meet the needs of the AFFTC and that new business processes are developed to market for and capture the types of business that will be beneficial to the mission of the AFFTC.

Purpose:

This charter establishes an integrated product team to develop and review the business processes at the AFFTC and to review new business for potential return on investment, etc. Business processes include those producing Statements of Capability (SOC), Rough Order of Magnitude Estimates (ROMs), Cooperative Research and Development Agreements (CRDA), unsolicited proposals, marketing plans, and flexible pricing agreements for commercial and non-DoD customers. The BIPT and subordinate Marketing, Workload and Sales IPTs meet on a regular basis to: review existing business processes; review data from those processes to determine shortcomings; and act as a focal point for individuals and organizations developing or modifying business processes. The team also reviews new business prospects for potential benefit to the overall AFFTC mission.

Authority:

The Corporate Board, through Strategy Action Plan 1-1, Flexible Business Strategies, directed the establishment of this charter.

Membership:

Planning under this charter is accomplished by integrated product teams composed of experienced flight test and support personnel from the AFFTC, 412 TW and 95 ABW. Team sizes vary according to workload but include, as necessary, personnel from AFFTC: FM, XP, 412 TW: RM/EW/OG/TS/LG/CCS, 95 ABW/XP. If team personnel are reassigned, the parent organization will appoint a qualified individual to take their position on the team. Additional personnel may be requested to participate as adjuncts on an as-needed basis. 412 TW/RM, AFFTC/FMC, and 95 ABW/XP co-chair the Business IPT (BIPT). The BIPT may form other IPTs as required to focus on specific segments of business processes including workload forecasting, marketing, and sales.

Responsibilities:

1. Review/approve flexible pricing agreements
2. Develop/improve business processes
3. Provide oversight to sub IPTs including Marketing (MIPT), Workload (WIPT) and Sales (SIPT)

Meeting Schedule:

Meetings are held when necessary but are scheduled for the first Wednesday of each month from 0930-1130 hrs. Meetings are conducted in the Test Wing Conference Room (RM 320), Building 2750. Sub IPT meetings are also held on Wednesdays at the same time and place as follows:

MIPT	2nd Wednesday of each month
WIPT	3rd Wednesday of each month
SIPT	4th Wednesday of each month

Approval:

This charter has been approved by the Corporate Board.

CENTER TECHNOLOGY COUNCIL CHARTER

Purpose:

The Air Force Flight Test Center (AFFTC) Center Technology Council (CTC) is hereby chartered to establish an AFFTC single point of contact to oversee, administer, and prioritize the technology needs and infrastructure requirements of AFFTC. The CTC will provide direction and oversight for technology infusion and exploitation at the AFFTC to avoid duplication of effort and to balance resources required for new technologies.

A. Center Technology Council (CTC)

A primary task of the CTC is to define the course that technology insertion and transfer will take across the center and to establish short, medium, and long term goals for technology activities. The CTC will formally assess the center's technological capabilities and forecast current and future requirements. The CTC will designate members from the AFFTC technology needs process IPTs to represent the AFFTC Technology Development Plan to Major Command Technology Planning IPTs (MAJCOM TPIPTs), and will present the Mission Element Boards (MEBs) a prioritized list of technology needs.

B. Executive Technology Integrated Product Team (ETIPT)

A primary task of the ETIPT is to consolidate and refine assessments of the center's technological capabilities and requirements using the suggestions it receives from the Technology Integrated Product Teams (TIPTs). The ETIPT is responsible for evaluating the financial and capital aspects of each suggestion and will confer with the Engineering Validation Team (EVT) before recommending the merit of proposals to the CTC. The ETIPT has the authority to solicit volunteers for TIPTs. The ETIPT may adjust the number and technical representation of TIPTs as center requirements dictate.

C. Engineering Validation Team (EVT)

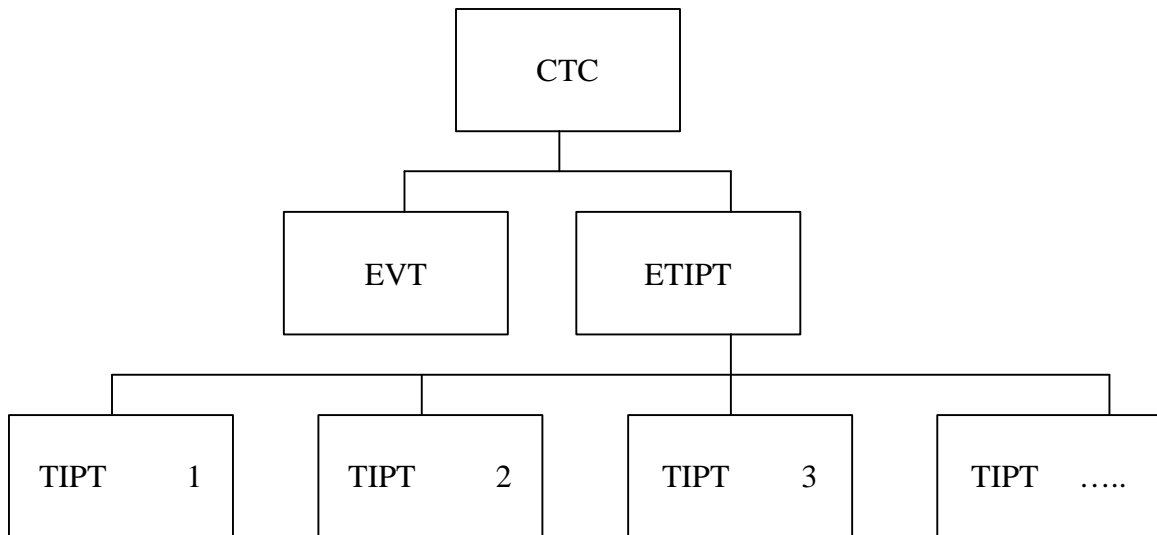
A primary task of the EVT is to be responsible for validating the maturity of developed technologies for application in AFFTC infrastructure. Also, the EVT is to evaluate the technical merit of the CTC, ETIPT, and an author's suggestion to the ETIPT. The EVT attempts to increase the technical merit of the suggestion and consolidate technical requirements before conferring with the ETIPT. The EVT will attempt to discover if the solution to an author's suggestion already exists and instructs the author where to find the required information.

D. Technology Integrated Product Team (TIPT)

A primary task of the TIPTs is to ensure the AFFTC working level engineers and technicians are informed of the technology transfer programs available, have an appreciation of how they work, and understand the CTC reporting structure to help them get the technology transferred or problems solved. The TIPT is the primary contact for all AFFTC engineers and technicians and is to assist them where possible. The TIPTs will collect the suggestions for their functional area, conduct preliminary research with the author, and report their findings to the ETIPT.

Membership:

Figure A4.1. shows the reporting structure of the organizations reporting to the CTC. The number of TIPTs may be changed to better serve center requirements. The ETIPT will decide the functional areas covered by the TIPTs based upon CTC recommendations.

Figure A2.1. AFFTC Technology Reporting Structure.**A. Center Technology Council (CTC)**

The CTC will be chaired by the center Technical Director (AFFTC/CD) with supporting staff from AFFTC/XPS. Members of the CTC will be delegated representatives of:

AFFTC/CD/XP/FM/PK/EM

412 TW/CA/TS/OG/LG

TPS/CC

95 ABW/CS/CE

SFTC

The secretariat function will be performed by the AFFTC/XPST staff which will be responsible for scheduling meetings, proposing agendas, issuing project calls, publishing minutes, and generally administering operation of the CTC.

B. Executive Technology Integrated Product Team (ETIPT)

The Executive Technology Integrated Product Team (ETIPT) will be chaired by 412 TW/CA with support from AFFTC/XPST. The ETIPT will be composed of team leaders from each of the established Technology Integrated Product Teams (TIPT) and Flight Test Squadron Chief Engineers.

C. Engineering Validation Team (EVT)

The Engineering Validation Team (EVT) will be chaired by 412 TW/TS-Chief Engineer with support from AFFTC/XPST. The EVT is composed of technical representatives of AFFTC and other government organizations (as approved by the CTC).

D. Technology Integrated Product Team (TIPT)

The TIPT will be composed of AFFTC personnel, individuals from the AFMC Product Centers, and Air Force Laboratory personnel. The chair of each TIPT will be an AFFTC member appointed by the ETIPT Chair and approved by the CTC. Nominations for membership of each TIPT will be requested from AFFTC and DOD organizations, recommended by the ETIPT chair, and approved by the CTC.

There shall be TIPTs for each of the following areas:

- Avionics
- Electronic Warfare/Signature Management
- Range & Instrumentation
- Air Frame & Structures
- Performance & Flying Qualities
- Environmental & Civil Engineering

Responsibilities:

The Integrated Process Teams (IPTs) reporting to the CTC are to establish operating rules sufficient to clearly indicate the responsibility and authority of its members. These operating rules are to be approved at the next higher level. Sufficient notification will be given to each member prior to each meeting and members are expected to attend or send a replacement. Meeting notifications will have a clear agenda, success criteria, minutes/action items recorder and a time limit.

A. Center Technology Council (CTC)

Members of the CTC represent their home organizations and are empowered to make technology related decisions for their organizations. They will act to provide concurrence on approaches to resolve technical issues or provide alternatives. Using the requirements identified by the TIPTs, brought forward by the ETIPT and evaluated by the EVT, members of the CTC are empowered to accomplish the following:

1. Formally assess the AFFTC technology capabilities and forecast current and future requirements.
2. Identify and ensure establishment of infrastructure requirements necessary to support the technology goals.
3. Oversee implementation of the AFFTC Improvement and Modernization (I&M) program.
4. Validate and approve the AFFTC technology "Needs-Solutions" document.

5. Approve AFFTC Scientific and Technology (S&T) needs.
6. Approve AFFTC technology insertion and transfer strategies.
7. Prioritize technologies identified by AFFTC organizations.
8. Review proposed funding requirements and allocate, within delegated authority, the funds to support identified technological activities.
9. Provide AFFTC technology requirements to the Technology Transfer Office (TTO) and Test and Evaluation (T&E) Mission Element Board (MEB).
10. Incorporate technologies as appropriate which have been approved by the Engineering Validation Process.
11. Confer with CTCs at other centers to avoid duplication of effort.
12. Approve AFFTC Cooperative Research Development Agreements (CRDAs).
13. Establish TIPTs on specific functional disciplines as required to support technology planning.

Decisions made by the CTC will be documented by the briefing organization and submitted as minutes to be signed by the CTC Chairperson. The minutes will be published within 10 working days of the meeting.

B. Executive Technology Integrated Product Team (ETIPT)

The ETIPT will coordinate the activities of the TIPTs to ensure they are developing the required technology plans on schedule. The ETIPT Chairman will report to the CTC on results and issues of the TIPTs. The ETIPT will meet as frequently as required to support the CTC, TIPTs, and the Office of Research and Technology Assessment (ORTA). The ORTA, a position mandated by the Federal Technology Transfer Act of 1986, assesses government laboratory research and development for commercial applications, provides information regarding these applications to states, local governments, and private industry, provides a link to other government labs and services for area private industry, provides technical assistance to state and local governments when asked, and participates in programs designed to transfer technology from government labs. The ORTA is the point of contact for Cooperative Research and Development Agreements (CRDAs).

The ETIPT will oversee all AFFTC technology requirements and technology transfer projects and will advise the Center Commander on recommended projects and technical issues. The CRDA Review Team will assist the ORTA in developing the CRDA opportunities to a point of decision. The ETIPT will evaluate potential CRDAs in light of the AFFTC business plan and capabilities and will provide the ORTA with approval to proceed to a formal CRDA when appropriate. The ETIPT will also determine if other programs exist to pursue a solution.

C. Engineering Validation Team (EVT)

The Engineering Validation Team (EVT) will review technical proposals proposed to the ETIPT to ascertain their technical merit and feasibility. The EVT will attempt to work with the author of a proposal to improve its chance of acceptance by the CTC. The EVT will assist the ETIPT by evaluating the technical aspects of potential CRDAs.

D. Technology Integrated Product Team (TIPT)

The TIPTs will develop AFFTC technology needs on a functional basis. These teams will use AFFTC goals, workload forecast, Technical Planning Integrated Product Teams (TPIPT) guidance, and technology trends, to assess the future technology requirements in each functional area at AFFTC. The TPIPT is similar to the CTC. It collects Major Command (MAJCOM) technology needs from a mission perspective. TPIPT guidance is therefor useful in defining the technology needs of MAJCOMs (ACC for instance) thereby indicating future test requirements.

Meeting Schedule:

The CTC will meet at least quarterly to receive briefings from the CTC support organizations.

Approval:

May 1993, AFFTC Commander

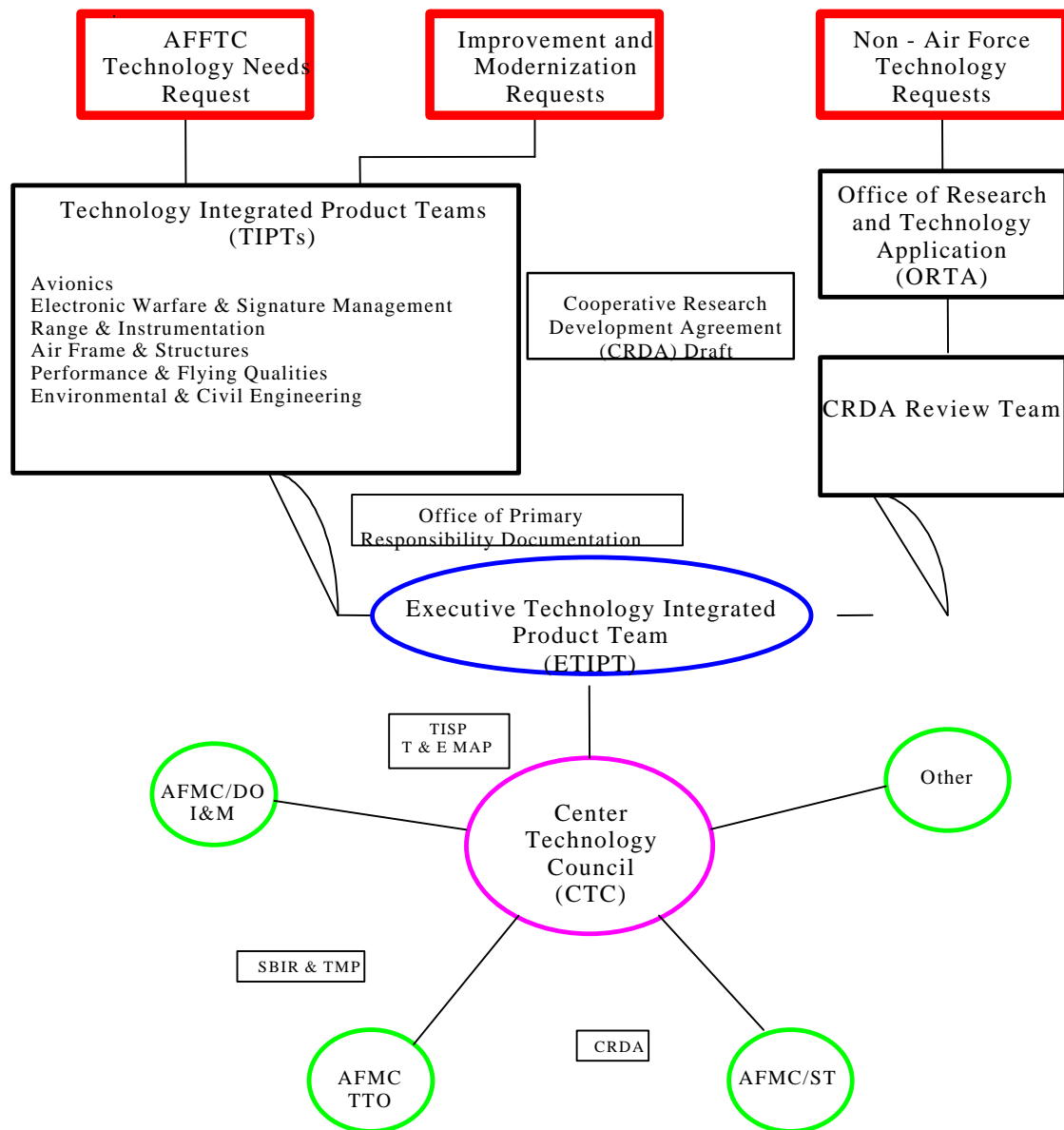
References:

AFPD 61-3, Domestic Technology Transfer

Regulation - Technology Insertion Center Technology Councils (To be published)

AFFTC Technology Transfer Guide (To be published)

Figure A2.2. AFFTC Technology Management Process.



CENTER CIVILIAN MANAGEMENT BOARD CHARTER

Purpose:

The purpose of the AFFTC Civilian Management Board (CCMB) is to advise the commander on execution issues associated with the appropriated fund (direct and customer) civilian workforce. Specifically, it will monitor civilian resource management programs to include authorizations, assigned strength, work year utilization and pay expenditures, to include overtime, uncommon tours of duty, environmental differentials, and premium pay. It will also review issues associated with hiring, reductions-in-force, separation incentives, high grade authorizations, and summer hire programs.

Authority:

AFFTC Corporate Board

Membership:

The CCMB membership will be the incumbents of the following positions:

AFFTC/CD (Chair)

AFFTC/CV

412 TW/CA (Alt-412 TW/RM)

95 ABW/CC (Alt-95 ABW/CV)

CCMB advisors and their responsibilities are:

AFFTC/FM (Civilian pay funds availability and CRIPT representation)

AFFTC/MO (UMD authorization and manpower policy issues)

95 MSS/DPC (Assigned strength and civilian personnel policy issues)

Responsibilities:

The CCMB will:

1. Make recommendations to AFFTC/CC regarding civilian resource management programs and policies.
2. Provide executive oversight of civilian resource management programs and procedures related to manpower allocations and civilian employment planning.

Meeting Schedule:

As needed.

Approval:

AFFTC Corporate Board, 28 Mar 96

CIVILIAN POLICY BOARD CHARTER**Purpose:**

Helps the Center commander recruit, develop, and retain a highly motivated and productive civilian work force to satisfy present and future mission needs.

Authority:

AFFTC/CC

Membership:

Executive Director, AFFTC/CD, Chairperson

Senior Technical Advisor, 412 TW/CA, Vice Chairperson

Commander, 95 ABW/CC, Member

Commander, 412 TW/CC, Member

Commander, 412 LG/CC, Member

Director of Logistics, 412 TW/LGY, Member

Director, Technical Support Directorate, 412 TW/TS, Member

Chief Engineer, 412 TW/TS, Member

Technical Director, 412 TW/EW, Member

Director of Contracting, AFFTC/PK, Member

Comptroller, AFFTC/FM, Member

Deputy Base Civil Engineer, 95 CEG/CE, Member

Director, Plans Directorate, AFFTC/XP, Member

Commander, 95th Support Group, Member

Chief of Manpower, AFFTC/MO, Advisor

Civilian Personnel Officer, 95 MSS/DPC, Advisor

Responsibilities:

1. Evaluates effective use of civilian personnel processes and recommends changes as required.
2. Advises and assists the civilian personnel officer.
3. Advises the Center commander on specific cases and general areas of concern.
4. Assesses equal employment implications of personnel management decisions.
5. Participates in the selection process of employees for key positions.
6. Reviews and evaluates performance, contributions, and accomplishments of employees recommended for various high level honorary awards.
7. Serves as a panel of the Incentive Awards Committee.

8. Performs other functions as requested by the Center commander within the authorities of the Office of Personnel Management, HQ USAF, or HQ AFMC.

Meeting Schedule:

Monthly

Approval:

21 June 1993, AFFTC/CC

ENVIRONMENTAL PROTECTION COMMITTEE CHARTER

Purpose:

Pursuant to the requirements of AFI 32-7005, Environmental Protection Committees, this charter establishes the AFFTC Environmental Protection Committee (EPC) as a senior corporate body responsible for environmental policy and for managing and monitoring the general conduct of environmental programs throughout the Air Force Flight Test Center (AFFTC) and Edwards AFB.

Authority:

This EPC is established to implement AFDP 32-70, Environmental Quality, as instructed by AFI 32-7005, which requires each installation to form an EPC.

Membership:

The membership of the EPC is the same as the AFFTC Corporate Board plus additional members from tenants with membership at the Center Council Meeting. These tenants include Air Force Operation Test and Evaluation Center (AFOTEC), NASA Dryden Research Center, and the Propulsion Directorate of Philips Lab.

Responsibilities:

Reviews and approves environmental impact analysis on proposed actions and forwards to the decision-maker. Reviews environmental policy, resources, and performance, and makes recommendations on changes required. Ensures appropriate training and manpower exists to meet environmental responsibilities. Will establish a four-tiered EPC system consisting of the EPC, Environmental Management Board (EMB), Environmental Management (EM) Quality Management Board (QMB), and subcommittee IPTs. Assigns the responsibilities of the EMB, EM QMB, and subcommittee IPTs.

Operating Procedures:

As a first linking tier to the EPC, the EMB is established and chaired by the AFFTC Vice Commander (AFFTC/CV). This board meets a minimum of monthly and has the following membership: AFFTC/EM, AFFTC/FM, AFFTC/JA, AFFTC/PA, AFFTC/PK, AFFTC/SE, AFFTC/XP, 95 ABG/CC, 95 CEG/CE, 95 LG/CC, 95 AMDS/SGPB, 412 LG/CC, and 412 TW/CV. The second linking tier of the EPC to the EMB is the EM QMB, chaired by the EM director; it meets weekly except for EMB scheduled weeks. Its membership includes AFFTC/EM division chiefs, EM subcommittee IPT leads, and supporting/matrixed organization personnel (i.e., JA, PA, and SE). The third linking tier of the EPC to the QMB, include the Assessment Review Group IPT, the Natural/Cultural Resource Committee IPT, the Environmental Compliance Assessment Management Program IPT, the Unit Environmental Coordinator IPT, and the Installation Restoration Program IPT, all of which are chaired by AFFTC/EM staff and have Center-wide membership.

Meeting Schedule:

EPCs which review policy and status of environmental programs is conducted quarterly, as scheduled by the Air Base Wing in the Base Operation Support (BOS) Assessment Review time slot, immediately following the Center Council Meeting on Tuesday mornings. Additionally, EPCs requiring corporate decisions are conducted as required, as scheduled by the Corporate Working Group, for time at a Corporate Board meeting.

Approval:

Established in the early 1980s, AFFTC/CC.

HUMAN RESOURCE DEVELOPMENT COUNCIL

Purpose:

This document constitutes the Charter of the Air Force Flight Test Center Human Resources Development Council. Its purpose is to define authority, functions, membership and procedures.

Background:

Our people are our most valuable resource; their continued development is a key concept which cannot be overemphasized. The Council must ensure AFFTC takes the steps necessary to develop and retain a highly skilled and well-trained work force. Well educated, properly trained, and highly motivated people will improve our processes, products, and services. We recognize that education and training are the foundation for the future of the Air Force Flight Test Center. We, however, can no longer afford to rely on established programs or existing training delivery systems to meet our needs. Close coordination with HQ AFMC, local universities and colleges, contractors, and other training sources will be required in responding to a changing environment. Our success will depend on how well we overcome obstacles, respond to the challenge, and what we do to establish the future direction for education and training within the Air Force Flight Test Center.

Authority:

The Council is established under direction of the Commander, Air Force Flight Test Center, and functions as a subcommittee to the AFFTC Corporate Board.

Membership:

The Council will be co-chaired by the AFFTC/CA and AFFTC/CV, Air Force Flight Test Center. The Director, Human Resources Development Center, will serve as a technical advisor/recorder for the Council. The Council shall consist of the following voting members:

AFFTC/CA (Co-Chairperson)			AFFTC/CV (Co-Chairperson)	
AFFTC/FM	AFFTC/XR	412 TW/CC	412 TW/OG	95 ABW/CV
95 ABW/MSS	95 ABW/SC	95 ABW/CE	412 TW/LG	412 TW/TS

Responsibilities:

- Develop Human Resource Development policy and program guidance
- Allocate/commit resources for education and training programs
- Monitor ongoing programs
- Review education and training expenditures
- Ensure information crossfeed
- Identify problem areas

Operating Procedures:

The establishment and composition of Ad Hoc Committees will be determined by the Council and staffed by members from appropriate organizations. The HRDC will appoint the chair of each committee.

Meeting Schedule:

The Chairperson will be responsible for scheduling and holding meetings. Notification of Council members of times and places to meet will be the responsibility of the Director, Human Resources Development Center. Meetings may be held at any time, but members will normally be given at least two weeks notice to prepare. Agenda items may be submitted by a Council member.

Approval:

21 May 92, AFFTC Corporate Board.

COMMAND AND STAFF EXECUTIVE STEERING COMMITTEE

Purpose:

The purpose of the Executive Steering Committee (ESC) is to formulate and execute Command and Staff (C&S) strategic planning efforts. "Strategic" planning is accomplished for the time frame from 6 months throughout the Future Year Defense Plan (FYDP). Emphasis will be placed on the issues and strategies promoted by the AFFTC Corporate Board and Strategic Plan to improve operations and base operating support and ensure customer focus is practiced throughout the Center.

Authority:

The ESC structure was formalized by AFFTCI 90-4.

Membership:

The membership of the ESC will be the senior military and civilian members of the C&S organizations.

AFFTC/CV (Chair)	AFFTC/CD (Alt Chair)	AFFTC/JA
AFFTC/FM	AFFTC/PK	AFFTC/XP
AFFTC/EM	AFFTC/SE	AFFTC/MO
AFFTC/PA	AFFTC/QI	AFFTC/BC
AFFTC/HO		

Responsibilities:

The following are the specific tasks for the C&S ESC:

- Oversee actions to support the AFFTC Strategic Plan
- Develop and approve (at least annually) updates to the Strategic Plan to include updates and revisions to the associated strategies
- Review and approve (at least annually) the C&S portion of the AFFTC Annual Financial Plan
- Corporate decision-making authority to allocate C&S resources. Review and approve contingency plans for adjustments in C&S resources to include manpower hiring authorizations.
- Develop and monitor business plans which support Corporate Board approved Strategy Action Plans.
- Review and approve (at least annually) the Military Construction Program for the FYDP as it applies to the C&S.
- Charter, empower, and monitor progress of C&S Quality Management Boards, Process Action Teams and/or Integrated Product Teams where needed to improve C&S processes.

Meeting Schedule:

First and third Thursday of each month.

Approval:

19 January 1995, Air Force Flight Test Center Commander.

95 ABW QUALITY STEERING COMMITTEE**Purpose:**

Provide support services to the Air Force Flight Test Center and continuously seek to improve the Quality of Life of our customers--the entire Edwards community.

Authority:

The ESC structure was formalized by AFFTCI 90-4.

Membership:**Voting members:**

95 ABW/CC	95 CEG/CC
95 ABW/CV	95 MDG/CC
95 SPTG/CC	95 ABW/XP
95 LG/CC	

Non-voting members:

95 ABW/HC	95 ABW/SA
95 ABW/CP	95 ABW/CCH

Additionally, all squadron commanders and staff agencies are invited to attend the meetings.

Responsibilities:

²Empower and monitor cross-organizational PAT/IPT

- Provide linkage between teams and Corporate Board
- Receive updates on Grp/Sqd/Div TQ activities
- Monitor and update QAF Implementation Plans to support AFFTC SAPs and Command Goals
- Publicize and reward TQ success stories
- Implement coherent strategies that define/describe BOS
- Corporately allocate resources within ABW
- Provide information items of general interest to Wing/Group CCs and staff

Meeting Schedule:

The QSC meets every 2nd and 4th Tuesday of the month at 1300 in the Blue Room, Bldg 1.

Approval:

19 Jan 95, Air Force Flight Test Center Commander

412 TW EXECUTIVE STEERING COMMITTEE**Purpose:**

The purpose of the Executive Steering Committee (ESC) is to formulate and execute 412th Test Wing strategic planning efforts. "Strategic" planning is accomplished for the time frame from 6 months throughout the Future Year Defense Plan (FYDP). Emphasis is placed on the issues and strategies promoted by the AFFTC Corporate Board and Strategic Plan to improve T&E support and ensure customer focus is practiced throughout the Center. The Executive Steering Committee not only manages and coordinates strategic planning processes across the 412th Test Wing, but also provides oversight for process improvement/development within the T&E mission area and related support services.

Authority:

The ESC structure was formalized by AFFTCI 90-4.

Membership:

412 TW/CC/CA/CV/CCS/RM/OG/TS/EW/LG

412 TG/CC

USAF TPS/CC

SFTC

Responsibilities:

- Correlate strategic plans among Wings and Center
- Review and approve financial plan (annually)
- Review and approve adjustments to resource allocations
- Review and approve appropriate portions of the military construction program
- Oversee development and monitor execution of Business Plans for all designated business units which support approved Center Strategy Action Plans
- Charter and manage QMBs, PATs, and IPTs for their respective areas of responsibility
- Develop and assess strategic direction of the Test Wing
- Other duties at the discretion of the ESC

Meeting Schedule:

Meetings are held when necessary but are scheduled for every Tuesday, 1400-1600. Meetings are conducted in the Test Wing Conference Room (RM 320), Building 2750.

Approval:

The current 412 Test Wing ESC Charter was approved by the 412 Test Wing/CC on 19 Jan 1995.

Attachment 3**DOCUMENT FORMATS****1. Base Comprehensive Plan**

TBD

2. Fiscal Year Planning Guidance

TBD

3. Strategic Plan

TBD

4. Strategy Action Plan.

The Strategy Action Plan outlines the what, how, who, when, why, and where. It identifies: outcomes, related outputs and products, milestones for implementation, along with the consideration of alternative tactics and approaches.

Through the Strategy Action Plan, an OPR acts as the focal point for the management of a particular strategy. A Strategy Action Plan identifies the strategy the plan supports, specific actions to be accomplished, associated metrics, and the resource requirements for implementation of the strategy. The OPR will oversee the accomplishment of a particular Strategy Action Plan; however, several organizations (OCRs) may be affected by the plan and must participate in the plan preparation and implementation. Each supporting organization will be accountable to the OPR for accomplishing their tasks under the plan. It is the OPR's responsibility to utilize the management planning and control channels through the appropriate ESC to ensure that the supporting OCRs endorse the Strategy Action Plan through the incorporation and execution of the support requirements in their organizations' Unit Business Plans.

Since the measurability of the actions within a plan is central to its usefulness, one can use the following criteria for developing actions. An action is the translation of the strategy into specific, concrete terms against which actual results can be measured. Actions should:

- Possess a single theme
- Be results oriented
- Be concise
- Be attainable
- Give the what, when, and how
- Provide a specific date for attainment
- Serve as an effective communications tool during periodic progress reviews

Plans will not turn into results without conscious attention to the detail and milestones of the overall PPBS process. Therefore, controls must be designed to keep accountable managers informed of the progress towards meeting the actions. Each strategy OPR will be required to brief the appropriate ESC on the status of the strategies for which they have primary responsibility. The ESC will, in turn, brief the AFFTC Corporate Board. OPRs should maintain a continuous status tracking effort to ensure Strategy Action Plan milestones are being accomplished.

5. Strategy Action Plan Format

The following format will be used in documenting the Strategy Action Plan:

- **STRATEGY:** List and define (if necessary).
- **ACTIONS:** The specific actions which must be accomplished to meet the desired strategy. The plan should include specific detail on those actions to be accomplished in the next one to two years. Actions beyond the near-term should be included, but can be presented with less detail. Each action should include proposed metrics which can be used to measure progress toward strategy accomplishment.
- **GOALS:** The specific targets to be met along the path of continuous improvement.
- **SUPPORTING ORGANIZATIONS:** List OCRs and any other organizations which play a role in the accomplishment of the strategy.
- **FEASIBILITY:** Identify the high risk areas (technical, cost, schedule). Define what is the projected pay-off. If appropriate, compare/contrast with other similar capabilities at other test centers. Define what, if any, other systems now in use or projected for use will be affected.
- **SCHEDULE:** Timelines required to complete actions and, ultimately, the overall strategy. Again, schedules for near-term actions should contain more detail than long-term actions.
- **RESOURCE REQUIREMENTS:** The resources required for all organizations involved in the accomplishment of the strategy (e.g., manpower, equipment, training, travel, etc). Each organization should be addressed in separate entries so that these entries can be easily transferred to the organization's Unit Business Plan. Detailed resource requirements should be in terms compatible with the financial planning process.
- **UNIQUE MANAGEMENT ISSUES:** Special emphasis issues which should be brought to the attention of the Corporate Board for further consideration.

6. Unit Business Plans.

Unit Business Plans (UBPs) create unified directions for all Center organizations and guide the deployment of resources that will move the organization toward accomplishing the AFMC mission/goals/ objectives and AFFTC strategies. UBPs are organized around the QAF criteria and are broken down to the level of detail required to establish actions to employ resources in pursuit of Center goals. UBPs incorporate the organizations' day-to-day O&M resource requirements as well as the resource requirements for all Strategy Action Plans for which the unit is either an OPR or OCR. At this level the functional organizations.

7. Unit Business Plan Format: The UBP format generally follows that of the model containing the seven Quality Air Force categories. The plan should include as a minimum, but is not limited to:

- A clear assessment of the organization based on the categories
- Reference to any strategies for which the organization has some responsibility
- Short and long-term organizational goals and their relationship to AFFTC strategies and AFMC goals
- Resource availability and allocation including issues related to strategy and mission accomplishment

Supporting documentation should be included in appendices as necessary.